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**CORPORATE SOCIAL RESPONSIBILITY
AND THE VALUES
IN SCHWARTZ VALUE THEORY**

CASE: BOTNIA EVENTS

Business Economics and Tourism
2010

ACKNOWLEDGEMENT

I have written this thesis as my final work of four years studies on the Business Economics and Tourism study programme at VAMK, University of Applied Sciences. This thesis writing process has given me a good knowledge of Corporate Social Responsibility and insight into the human values which are significant for the product and service provider as well as the consumers.

Very special thanks I would like to say to my supervisor Mikko Peltola who has given me lots of inspiration as well as useful and helpful guidelines from the initial until the final stage of the work. This thesis would not have been possible without his encouragement and patience.

Also I would like to show my gratitude to Botnia Events personnel, especially manager Marko Haanpää, who gave the support during the whole process and provided information that was necessary to complete this study.

With this work I want to show that I have learned a lot; I hope this study will be beneficial to the case company and also I would like to dedicate this work to other students who studied with me and to the teachers who taught me how to study.

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Vaasa, June 2010

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ABSTRACT

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Title	Corporate Social Responsibility and the Values in Schwartz Value Theory Case: Botnia Events
Year	2010
Language	English
Pages	93 + 5 Appendices
Name of Supervisor	Mikko Peltola

In recent years, corporate social responsibility has gained growing recognition as a new concept to be integrated in companies' strategies and operations. The approach is becoming more widely accepted, which increase the interest in responsible business. Corporate social responsibility goes beyond philanthropy and the values that guide human actions have to be realized to contribute to its philosophical perspective. Values work as a guiding principles in human lives and this work applies universal Schwartz Value Theory as a framework to distinct those values.

The fundamental reason for this study was to reveal the corporate values measuring the case company's performance and to indicate individual values determining customers' personal values. Thereby it was important to specify the general ratings on the company's performance what concerns responsible business as well as to indicate the level of corporate social responsibility among the customers. The main aim of this thesis was to verify whether the case company's values meet the values of their customers. The method to reach the goal of the study was the quantitative approach based on descriptive-causal research.

The main findings revealed that the customers of the case company are aware of corporate social responsibility and they give rather high ratings on the company's performance. Regarding the relationship between company's and they customers' values, gaps requiring improvements were noticed. Also the significant importance of socio-demographics in determining the values was acknowledged. The study concludes the noteworthiness of value examination to comprehend the patterns of human behaviour within the business environment.

Keywords Corporate Social Responsibility, Values, Schwartz Value Theory

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TIIVISTELMÄ

Tekijä	Ingrida Grigaitytė
Opinnäytetyön nimi	Yritysten sosiaalinen vastuu ja the Schwartz -arvoteorian arvot Case -yritys Botnia Events
Vuosi	2010
Kieli	englanti
Sivumäärä	93 + 5 liitettä
Ohjaaja	Mikko Peltola

Viime vuosina yritysten sosiaalinen vastuu on saanut kasvavaa huomiota, kun tämä konsepti on sisällytetty yritysten strategioihin ja toimiin. Kyseinen lähestymistapa on yhä laajemmin hyväksytty, mikä lisää kiinnostusta vastuulliseen yritystoimintaan. Yritysten sosiaalinen vastuu ottaa huomioon ihmisyyden ja arvot, jotka ohjaavat ihmisten toimia. Nämä arvot ovat ymmärrettävä, jotta niiden filosofinen näkökulma vaikuttaisi yritysten vastuuseen. Tämän työn viitekehyksenä on yleismaailmallinen Schwartz -arvoteoria, joka selkeyttää ihmisiä ohjaavia arvoja.

Olellaisin syy tämän tutkimuksen tekemiseen oli tuoda ilmi yritysarvot mittaamalla case-yrityksen arvoja ja osoittaa yksilölliset arvot määrittelemällä asiakkaiden henkilökohtaiset arvot. Tämän vuoksi oli tärkeää määrittää yleisarvosana yrityksen vastuullisesta toiminnasta sekä osoittaa yrityksen sosiaalisen vastuun taso asiakkaiden keskuudessa. Opinnäytetyön päätavoite oli varmistaa vastaavatko case-yrityksen arvot heidän asiakkaidensa arvoja. Tavoitteen saavuttamisessa käytettiin kvantitatiivista lähestymistapaa perustuen kuvailevaan-kausaaliseen tutkimukseen.

Tutkimuksen tärkeimmät löydökset osoittavat, että case-yrityksen asiakkaat ovat tietoisia yritysten sosiaalisesta vastuusta ja he antavat melko korkeat arvosanat case-yrityksen toiminnasta. Ottaen huomioon yrityksen arvojen ja sen asiakkaiden arvojen välisen suhteen, parannusta tarvitsevat seikat huomattiin. Lisäksi otettiin huomioon sosio-demokraafisten tekijöiden merkittävä vaikutus asiakkaiden ilmoittamiin arvoihinsa. Tutkimuksesta voi päätellä arvotarkastelun tärkeyden ihmiskäyttäytymisen ymmärtämisessä liiketoiminnallisessa ympäristössä.

Avainsanat Yritysten sosiaalinen vastuu, Arvot, Schwartz Value teoria

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LIST OF ABBREVIATIONS

CSR	Corporate Social Responsibility
SVS	Schwartz Value Survey
NEP	New Environmental Paradigm
SES	Socio Economic Status
BE	Botnia Events (the case company)
PVQ	Portrait Values Questionnaire
ESS	European Social Survey
SD	Standard Deviation

PART I

RESEARCH INTRODUCTION

"We know that the profitable growth of our company depends on the economic, environmental, and social sustainability of our communities across the world. And we know it is in our best interests to contribute to the sustainability of those communities." - Travis Engen, CEO, Alcan

1 INTRODUCTION

The introduction part of this thesis introduces the background information of corporate social responsibility, values and the value theory based on which examination of the study is done. Also this section of the work shows the interest and the aim of the study as well as presents the structure of the thesis.

1.1 Introduction to Theoretical Findings

Corporate social responsibility (CSR) is a respectful and admired topic that has been talked about and investigated a lot during the past decades. This concept has become a milestone for the business environment and tends to influence business operations on a daily basis. Nowadays, one hardly can find an organisation which has not experienced CSR practices in their management. Both, smaller and larger companies, integrate responsible business into the management systems since the popularity of CSR has been growing extensively in the business society worldwide. Therefore, different public sectors consider and give the support to the responsible business intensively, so everybody would be able to do good while practicing CSR. Various companies and organisations, either Finnish or foreign ones, certainly realizes the importance of CSR and it naturally leads to a challenge to consider social responsibility exhaustively while doing business. (Crane, 2008: 1-2)

Corporate social responsibility is a broad topic that has a variety of definitions, perceptions and perspectives. Mainly it includes economical, social and environmental responsibilities. Thus, when looking at the concept from a more philosophical point of view, there are legal, ethical and philanthropic responsibilities that contribute to the central understanding of the subject. Nowadays CSR goes beyond plane consideration and deeper look is taken in order to realize the importance of the theory and its model. The characteristics of voluntarism, thinking beyond philanthropy and practicing values describe philosophical aspect of the theory. (Crane, 2008: 7-9) Values are playing an

important role in perceiving the workability of CSR concept since they are the ones giving the guidelines to human actions.

Every human being possesses a set of individual values which form his/her behaviour and direct his/her actions on daily basis. The concept of values holds five points that are able to define the idea explicitly. The common characteristics state that values are beliefs, constructs of motivations, and they tend to go beyond specific actions and situations. Also values work as guidelines in evaluating activities and eventually they create prioritized value systems which reflect individuals. (Shwartz, no year)

No doubt, values are working as guiding principles in people's lives as well as expressing their desires and motivational goals. In the Values Theory of Shalom H. Schwartz values have been classified into ten motivational value types where each of the value type characterize central motivational goal they are expressing. Ten universal values: Self-Direction, Stimulation, Hedonism, Achievement, Power, Security, Conformity, Tradition and Benevolence, have been used as independent variables in order to comprehend attitudes and behaviour. The relations among ten motivational value types are organised according to motivational similarities and dissimilarities. This constructs types of values in two opposing dimensions: Openness to Change versus Conservation and Self-Transcendence versus Self-Enhancement. (Shwartz, no year)

1.2 Interest of the Research

It can be claimed that corporate social responsibility is the rejoinder to the threat of economical globalization. Both private corporations and public are responsible for taking care of long-term harmonic relationships and development between economy and society. It is becoming more and more prevailing to guarantee that the companies and corporate organisations besides financial goals would aim to secure and take care of environment as well as society. The aspects of CSR are closely related to the business operations and enterprise's long-term success

depends on how well the company is able to integrate CSR pillars into their daily operations.

The case company of this work is an event and conference organiser in Vaasa and Ostrobothnia region. Botnia Events is arranging all-inclusive activity and conference packages mainly for corporate groups. Most of the company's product and service packages are consumed out-doors and are based on local culture and traditions. Undoubtedly it states that corporate social responsibility cannot be disguised in the product and service making process. The consumers of the products and services should be able to recognise the preservation of CSR aspects in the packages they purchase. Nowadays consumers are not only interested in the quality or pricing of the products and services but they are also concerned whereby the products and services are produced in a responsible manner. Moreover, the consumers rationally base their purchase decisions on their personal values. The fact that the values are working as guiding principles in human lives have a big influence in choosing product and service provider and it plays the meaningful role in business environment.

1.3 The Goal of the Thesis

The aim of this study is to develop case company's relationship with its customers as well as to measure corporate social responsibility among them in terms of the value types that drive to cooperate and do business. It is interesting to check if the clients of Botnia Events notice the implementation of CSR in the company's products and services, and if the customers themselves are aware of CSR matters and what they main concerns and the values are. The manager of the company is interested in learning more about corporate social values that guide customers to use their services. Also to find the values and their level of importance based on which customers make the purchasing decisions. Therefore, Botnia Events is eager to discover if the company's values related to CSR meet the values of their customers.

In this work the author aims to indicate customer satisfaction on how Botnia Events is doing in the area of CSR. It is interesting to discover general customer ratings. After the research is implemented the manager of the company will be able to know how to include the founded values in the company's daily operations, product categories and service making process. Also the customer's perception of corporate social responsibility and the values will be revealed. This would benefit in the future relationship development of the case company and its customers when implementation of CSR and participation in social responsible business is done.

Moreover, awareness of CSR issues will be raised among those who are going to be the readers of this work.

1.4 Structure of the thesis

This thesis begins with introduction part where background information, interest of the research, goals of the study and the structure of the work are explained.

The second part, theoretical considerations, starts off with the general description of corporate social responsibility and its pillars. It explains the role of CSR within the business and the society. Therefore, a brief perception of CSR within Finnish companies is mentioned in order to get a better understanding of case company's CSR observation. Besides corporate social responsibility, the concept of values is explained and more analyses are done of the value importance in business environment. Then the Schwartz Value Theory is studied deeper since based on this theory CSR related values are examined. By following the value theory, correlations between Schwartz value systems and CSR variables, and Schwartz motivational value types and case company's values are comprehended. Comprehensive indication of values and variables directed theoretical considerations to the predictions to be confirmed or denied after the research implementation.

The second part is focusing on the research design and the method to measure the value priorities. Also it points out the research process development and the design of the questionnaire as the way of data collection. It discusses validity, reliability and practicality of the work more thoroughly. Besides, this part consists of the brief description of the case company. It marks on the values the case company possesses and shows the relationship between Botnia Events and Schwartz values.

At the very end of the work, analysis of gathered data and interpretation of the results is done. Correspondingly, types of measures and the outcomes of the research are examined. Additionally, essential findings in a context of predictabilities are explained and the whole work is concluded with the final close ups.

PART II

THEORETICAL CONSIDERATIONS

"Quality in a product or service is not what the supplier puts in. It is what the customer gets out and is willing to pay for. A product is not quality because it is hard to make and costs a lot of money, as manufacturers typically believe. This is incompetence. Customers pay only for what is of use to them and gives them value. Nothing else constitutes quality."

Peter F. Drucker, American Management Guru

2 CORPORATE SOCIAL RESPONSIBILITY

The entire raison d'être of corporate social responsibility across the world is to contribute to the physical and natural surroundings. Therefore, it is society's willingness to care and mind about responsibility. The concept of CSR is passed around globally and it is an immense phenomenon as well. (Globalnature 2010)

Responsible business is strengthened by the pillars of economical, environmental and social aspects. These decrease the conditions of the poor, reduce the influence on ecological issues as well as contribute to the local community. It is definitely the stream for the future. The enterprises that practice responsible business have a clear market advantage towards the competitors since today's consumers are extremely careful in noticing things, especially when it might have any kind of threat to the community or the environment. The practices of CSR are supported internationally and the confidence is given to the businesses to be profitable by practicing economical, environmental and social responsibilities. (Globalnature 2010)

2.1 The Concept of Corporate Social Responsibility

According to the European Commission's Directorate-General for Enterprise and Industry, CSR is defined in a following way: it is "A concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis." As a result, CSR underlines the importance of companies' voluntary contribution to environmental and social matters during their daily operations and corporate strategies. It is alleged that the companies and organizations which will integrate CSR into their business strategies are going to boost their business in a long-term run since this would help to satisfy the future consumers by meeting their sustainable needs and expectations. In addition, implementation of CSR aspects would improve the image and potentiality of the players as well as it would help to drive sustainable development forward. (European Commission, 2010)

One of CSR pillars, economical responsibility, comprehends everything from the employment, buying behaviour to the business relationships. The main idea of being an economically responsible enterprise is to give a support to the local economic growth. This phenomenon is implemented by considering employment when human resources, local workforce, fair wages, local recruitment and sufficient training are planned. Purchasing behaviour is worth of considering as well since responsible business is expected to practice local purchasing of products and services. Another aspect is product development which considers seed capitals and credit sourcing to the local producers. Meanwhile business linkages operate when partnerships and related business agreements are implemented by pulling out all possible local resources and skills of the local entrepreneurs. (Globalnature 2010)

Environmental responsibility is one of the major principals to be promoted through the good practices since the companies and organisations internationally have had a large impact on the natural environment. Within this pillar the areas to consider are the conservation of nature, when livelihoods of the people and natural resources are sustained and water management, when water supplies are being saved for the future generations. Also energy management is important, which helps to decrease environmental and social impacts and minimise pollution when energy resources are used effectively. Last but not least is responsible waste management consisting of waste reduction, re-usage and recycling. Undoubtedly those, who have been contributing to the protection and the quality of the environment, gained the sufficient amount of economical benefits since contribution in energy or waste recycling has minimised various costs and the numbers in billing. Enterprises which are practicing environmental responsibility helped to decrease ecological impacts, saved natural resources and increased sustainability. (Globalnature 2010)

The third principal of CSR is based on social responsibility which aims to contribute to social development by giving the respect to the local culture and local community. There have been numerous amounts of cases when certain

places have lost their power and control because of foreign invasion. Also the situation within the areas became less strong and many negative changes and problems have been caused to the community. Consequentially, several disadvantages can appear within the local communities because of uncontrolled business development which leads to crime, drugs or prostitution at the worst. (Globalnature 2010)

2.2 Beyond CSR Concept

Conversely there are six main centre characteristics that unite the concept of CSR. One of the representatives of those six aspects is voluntarism. The organizations, besides the set of in-house regulations, should follow unwritten law which considers well-mannered and ethical business. This is to be done discretionary and willingly without any force. Internalizing or managing externalities is the dimension that generates outside the organization and it is not usually included in the schemes of the companies' management consideration. In order to participate in the management of the externalities, companies alternatively can either participate in the pollution reduction by investing in the environmentally friendly technologies, or managing the human rights considering the labour. From the aspect of multiple stakeholder orientation, the questions arise whereby to which ones exactly and how much responsibility should be put in the company's shareholders. Hence, paying attention to the different groups of stakeholders as well as getting them involved in responsible communication is important too. Alignment of social and economic responsibilities is done in order to find out the balance between the existence of being equally responsible in social and economical manner. This has brought special consideration on how to do business in a profitable way and be socially responsible at the same time. (Crane, 2008: 7-9)

Also corporate social responsibility is anxious about the practices and values that are beyond general enterprise management. This philosophical way of thinking raises lots of discussions that blossoms into loads of disagreements and argues

about the personal preferences which leads to a great effect on a public. Therefore, thinking beyond philanthropy is something supplementary to think about. Apparently it is not enough just to be philanthropic and put an effort on the society's well being by contributing goods and donating the material things. The philanthropic ideas have to be incorporated into the business core concepts and be a part of enterprise functioning and management. It should shine through the business practices. (Crane, 2008: 7-9)

2.2.1 CSR from Philosophical Perspective

During the recent years the philosophical components of CSR has been touched. These components can be visualised in a shape of the pyramid. The foundation of the pyramid starts off with economical dimensions. In business it is crucial to be profitable, successful, and competent in maintaining high performance and increasing the results in a profit. The second responsibility talks about the legal aspects. Every enterprise should fulfil the basic social requirements towards the society. Also the business operations have to act according to the order of various regulations and laws set by the authorities. Legal responsibilities are supposed to be looked up in a wider and more expanded perspective. It is expected to increase business performance in terms of ethics which lead to a concept of ethical responsibilities. (Crane, 2008: 62-67)

The responsibilities talk about business operations and performance in a manner consisting ethical norms. The society expects business to behave in a moral and ethical approach. It is desired to be a good corporate citizen by preventing ethical norms, recognizing as well as respecting them. Therefore, it is decisive to understand that good corporate business represents unwritten standards, norms and expectations of the society. Also it embodies enterprise operations by corporate integrity and ethical behaviour which is beyond documented policies or regulations. (Crane, 2008: 62-67)

There can be seen two dimensions of ethical responsibilities. One point of view states that ethics and values derive from the law and legislation. Moreover they

are the basics of what the law is based on and developed further. From another point of view, ethical responsibilities enthusiastically accept newly appearing norms and values that society is expecting business to meet. When looking at these responsibilities in a deeper way and adapting the great principles of moral philosophy, earlier mentioned norms and value comprehends the entity containing justices, rights and utilitarianism. Consequentially, ethical responsibilities summarize philanthropic responsibilities that are on the top of the pyramid. It includes several points that embrace society's expectations business to meet and be a good corporate citizen. (Crane, 2008: 62-67)

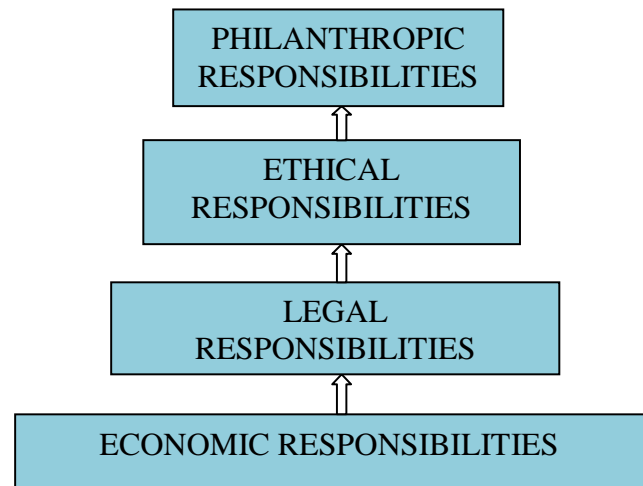
The main differences between ethical and philanthropic responsibilities is that the ethical ones are about doing business in an ethical and moral way whilst philanthropic principal is about contributing to the community in terms of financial and time resources. Within philanthropic responsibilities it is crucial to get involved in voluntarism by both, managers and employees. It is required to increase general life of the community, perform charitable work and contribute to the education and wealth sectors. The community expects enterprises to donate to humanitarian acts; however it does not bring the disappointment if the contribution is not reaching the expected level. Philanthropy is strongly desired aspect within the business. It includes voluntary engagement in programs and acts that are promoting goodwill and welfare of the community. Arguably by capitalists it is seen as the least important component of CSR since there are no restrictions or limitations of being philanthropic. (Crane, 2008: 62-67)

2.2.2 The Pyramid of CSR

Previously mentioned responsibilities represent the ethical norms that should be included in the business activities. Economical and legal responsibilities concentrate on conducting the business in the fairness whilst ethical and philanthropic responsibilities concentrate on practicing respect and protection of the moral rights. The justice and fairness are directed to all the parties that are involved in enterprises' operations. This fulfils the society's expectations to be a

good corporate citizen. (Crane, 2008: 67)

Figure1. The Pyramid of Corporate Social Responsibility



This pyramid indicates the four responsibilities of CSR. Economical responsibilities give the foundation to the pyramid since every business has to be profitable. Legal responsibilities embodies the rules and acts of the law, coded by the society's general understanding on what it is right or wrong, fair or biased. Ethical responsibilities make business to be ethical by obliging it to operate in a less harmful. Also it expresses rights, fair and justice as the business motto. The top of the pyramid is finished up with philanthropic responsibilities which work when the businesses contribute their resources to the community and they aim to be a good corporate citizen.

In conclusion, these four components of CSR should be looked at as one entity in order to pursue the business as a whole. Economic, legal, ethical, and philanthropic responsibilities are meant to be linked and the stress is put on their instantaneous and synchronised performance within the business. (Crane, 2008: 67)

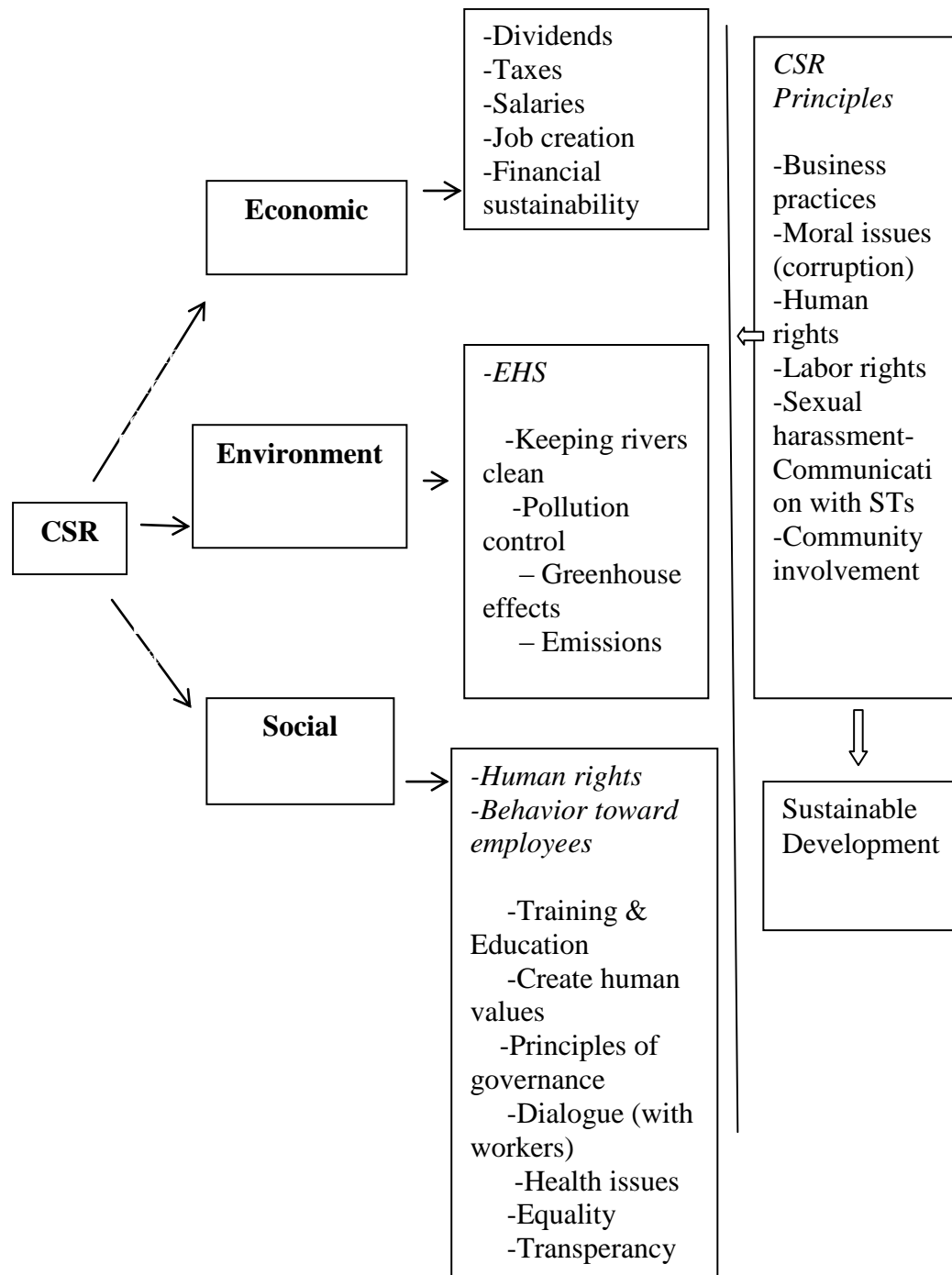
2.3 CSR in Finnish Companies

There have been lots of debates on CSR topic within Finnish companies. Mainly

all of the firms consider the sustainability and its development. They all realize its importance and its contribution to the company's competitiveness. The managers are aware of the benefits that CSR can bring into the company's long-time run. At the same time the businesses seek to manage enterprise by protecting the environment, raising the awareness on social rights as well as increasing economic growth. The studies show that one of the main reasons enhancing topics popularity is increasing customers' concern on producers' behaviour and the backgrounds of the products and services. As the matter of fact, today's consumers are having deeper values and willing to pay more for ethical business. Also CSR is increasing company's image and reputation as well as it represents the firm in a positive way to its customers. (Ketola, 2006: 275-279)

Thus, CSR, as mentioned before, is the concept that goes beyond benevolence and covers many philanthropic aspects. Finnish companies aim to protect the human rights, manage employment and quality of the products and services. This all is done by managing organisation to be economically profitable when CSR becomes an approach to run the firm. Generally, according to the studies, Finnish organizations states that CSR is crucial for the economical development of the company and also it is important to consider it as a business strategy. (Ketola, 2006: 275-279)

Figure 2. CSR and its Elements within Finnish Organisations



This figure explains CSR and its indexes within the business according to the

Finnish organizations. Also this shows how the managers realize economic, social and environmental responsibilities as well as how they do try to perform and complete them. (Ketola, 2006: 275-279)

No doubt CSR has become important within Finnish companies and their businesses as a management strategy. In comparison between universal and Finnish concepts of CSR only mere differences can be noticed. This leads that corporate social responsibility has collective realization and CSR with all of its components is aiming for sustainable development no matter where and by whom it is performed.

CSR is making a big impact on the business strategies and this work concentrates on CSR values of the case company and how well do they correspond to the values of their consumers.

3 VALUES

Values are the features that human beings are using to evaluate different actions, people and events during the certain situations. Each individual assumes values to be equivalent to the important things in their lives such as success or pleasure. All humanity has a huge amount of values. Every single value has a different level of importance depending on a person as well as each and every one of individuals has different values they actually value. (Schwartz, no year)

The concept of values has been under the structural model until the middle of the 20th century. To this day values include five basic features into its concept. The first one states that the values are beliefs linked tightly to the ideas. Also values are constructs based on motivations and desires as well as they are abstract goals that go beyond specific actions, situations or objects which separate them from the concepts of norms or attitudes. Therefore, values give the guidelines to human beings in selecting and evaluating different features. What is more, the value systems, which have been formed by every human being according to their importance, characterize the personality of individuals. (Schwartz, no year)

Values generate from the cultural and traditional environment and are formed over the lives of individuals. Coherently the organisations are forming corporate values during the existence of the company based on the company's regulations. Values come from a certain context which is developed through the past and it consists of particular behavioural characteristics, intellectual perceptions and beliefs. Values are the part of the continuation of each individual in human organisations and make a significant impact to their meanings of the existence. Apparently, the human behaviour, specifically consumer behaviour, consists of the values and valuations which are the combinations of integral human culture system and it gives a great affect on individual behaviour. (Schwartz, no year)

Genetically state of behaving in a certain way has been adapted to human beings and this has formed a social-cultural phenomenon which is the main driving force

to constitute values and valuing behaviour. Society defines the phenomena of right and wrong which gives guidelines and directions to the individuals on ethical behaviour. Generally, the primary understandings of the values are formed during the childhood period and have only slight changes occurring during the years; however the values can be observed and the gap between socially aspired behaviour and personal value preferences can be noticed. (Frederick, 2006:71-75)

Though there are inconsequential differences between personal/individual and social/organizational value types, in this work author considers only individual values. Individual values have an impact on how the customers perceive the case company and the most coherent way to restrict the research is to put the focus on these values.

3.1 The Importance of Values in Business from CSR point of View

Nowadays in business environment companies have to be aware of ethical responsibilities and work on their good corporate citizenship. Responsible enterprise supposes to hold the points of importance. First the central values, that inner business management should possess, have to be defined. These values are meant to be clearly distinct and the society expects businesses to appreciate and assess those values. Therefore both, entrepreneurs and employees, are directed to take a look on moral consequences on a way they follow and using their personal and organisational values. (Frederick, 2006: 81)

It is strategically crucial management to consider moral and ethical questions in a business since every enterprise has a relation with the society in some kind of dimension. Thereby, if the enterprise seeks to have a long-term success, CSR has to be at a stake as a business agenda. During the corporate activities the ethical questions has been talked a lot and in a decision making process these issues involves many different but related matters to consider. One of the things to point out is that business should occur within the ethical and moral frameworks that work in a correspondence with the society and it would lead the enterprise to take

a challenge to be sustainable as well as moral. (Hutchinson, 1997: 22)

Contemporary business works within the frameworks of corporate social responsibility as well as ethical behaviour. It is one of the main objectives within the service provider's daily operations, which gives an impact to the consumer behaviour. Companies and customers have a set of values that are based on CSR notion and this work is aiming to see if corporate social values of the case company and its customers meet up.

3.2 Schwartz Value Theory

Shalom Schwartz (1992) has defined a desirable value theory which gives the bases for the main beliefs used as guiding principles in human lives. The values have been grouped in ten indexes that are distinguished in accordance to the motivational goals they are expressing. According to Schwartz, values represent the goals that derive from consciousness and are reasoned by three universal requirements of every human being. First people have to satisfy their biological needs; secondly they are caring about their social interactions with the society and finally it comes various demands concerning continuation of existence and purpose of life as individual in a society. These three basic desires constantly represent either individuals or groups since every human being has to interact in order to express their feelings and attitudes. (EES EduNet, 2010)

Each of the motivational values, mentioned in a value type theory, shows the core goal of the behaviour which is represented by certain single values. All these ten types of values and their uniqueness are supported by cross-cultural research done in 41 countries. (EES EduNet, 2010)

Table 1. Descriptions of Motivational Types of Values in Terms of Their Goals and the Single Values That Represent Them

TYPE OF VALUE	EXAMPLES OF SINGLE VALUES THAT REPRESENT EACH VALUE TYPE
1. SELF-DIRECTION	<i>Independent thought and action-choosing, creating, exploring. (Creativity, Freedom, Independent, Curious, Choosing own Goals)</i>
2. STIMULATION	<i>Excitement, novelty, and challenge in life. (Daring, a Varied Life, an Exciting Life)</i>
3. HEDONISM	<i>Pleasure and sensuous gratification for oneself. (Pleasure, Enjoying Life)</i>
4. ACHIEVEMENT	<i>Personal success through demonstrating competence according to social standards (Successful, Capable, Ambitious, Influential)</i>
5. POWER	<i>Social status and prestige, control or dominance over people and resources. (Social Power, Authority, Wealth)</i>
6. SECURITY	<i>Safety, harmony and stability of society, of relationships, and of self. (Family Security, National Security, Social Order, Clean, Reciprocation of Favours)</i>
7. CONFORMITY	<i>Restrain of actions, inclinations, and impulses likely to upset or harm others and violate social expectations or norms. (Politeness, Obedient, Self-Discipline, Honouring Parents and Elders)</i>
8. TRADITION	<i>Respect, commitment and acceptance of the customs and ideas that traditional culture or religion provide the self. (Humble, Accepting my Portion in Life, Devout, Respect for Tradition, Moderate)</i>
9. BENEVOLENCE	<i>Preservation and enhancement of the welfare of people with whom one is in frequent personal contact. (Helpful, Honest, Forgiving, Loyal, Responsible)</i>
10. UNIVERSALISM	<i>Understanding, appreciation, tolerance and protection for the welfare of all people and for nature. (Broadminded, Wisdom, Social Justice, Equality, a World at Peace, a World of Beauty, Unity with Nature, Protecting the Environment)</i>

These ten motivational values are recognised through all the cultures around the world. It includes all main values of every person and serves human beings as guiding principles in their lives. The ten universal values contain the distinctive value categories that have been discussed in previous findings on the value theories and these ten basic motivational values contain all explicit values found before. The values theory characterizes desired values that varies from person to person and is separated from each other depending on motivational goal they express. During the communication process, among individuals, those goals are articulated cognitively in accordance to their importance. This way can distinguish the certain value types which classifies the behaviour and attitudes. (EES EduNet, 2010)

Every motivational value contains different single values which are primary representing particular group. Despite the single values which define the main group, this theory states that all types of values are connected and are forceful towards each other. It is because each of the value type contains the basis of psychological, practical as well as social actions and situations. As a result of conflicted or similar temperamental breaches, the circular relationship between each of the value type is founded. The values that are expressed and articulated by opposite behaviours are structured in a circle in opposite directions. Closer the motivational values are to each other more similar descriptive single values it shares. (Zanna, 1996: 2-4)

Figure 3 of prototypical structure of value systems shows the value correlations and connections to each other based on common shared motivational orientations by human beings. At the same time opposite motivational types of values cannot easily be connected within the circle because of different motivational goals they are based on. However they are conceptualizing the value systems which can be arranged in two primal dimensions. For instance, one scope describes the Openness to Change which consists of value types of self-direction and stimulation opposing to Conservation consisting conformity, tradition and security. These two magnitudes detail the disagreements between human's

individual thinking and the actual actions s/he engages in. Also it displays the conflict between preservation and practices of traditions and constantly appearing changes in surrounding environment. The second scope displays the conflict between Self-Transcendence, consisting of universalism and benevolence, and Self-Enhancement which connects achievement and power. Here the problem occurs between being helpful and caring for welfare of nature as well as humanity versus the dominance over other people and seeking for own success. In the circle is one motivational value type, hedonism, which consists of single values of pleasure and enjoyment of life and shares both descriptive scopes, Openness and Self-Enhancement. (Zanna, 1996: 2-4)

These two dimensions provide the conclusions that the value types which are standing close to each other within the circle are related to the external elements such as behaviour and attitudes, and value buildings itself do not differ from each other significantly if the size of sample is small. Also the relationship between the external elements becomes smaller and smaller depending on their value type rotation within the circle; it can rotate to two directions either towards the positive or less positive value type relation. Moreover, the relationship between the value types can be predicted accurately. (Zanna, 1996: 2-4)

3.2.1 The Prototypical Structure of Value Systems

The circle of structure of value systems emphasizes the correlations between the types of values as well as relationship between the dimensions of Openness to Change and Conservation to Self-Transcendence to Self-Enhancement. (Schwartz, no year)

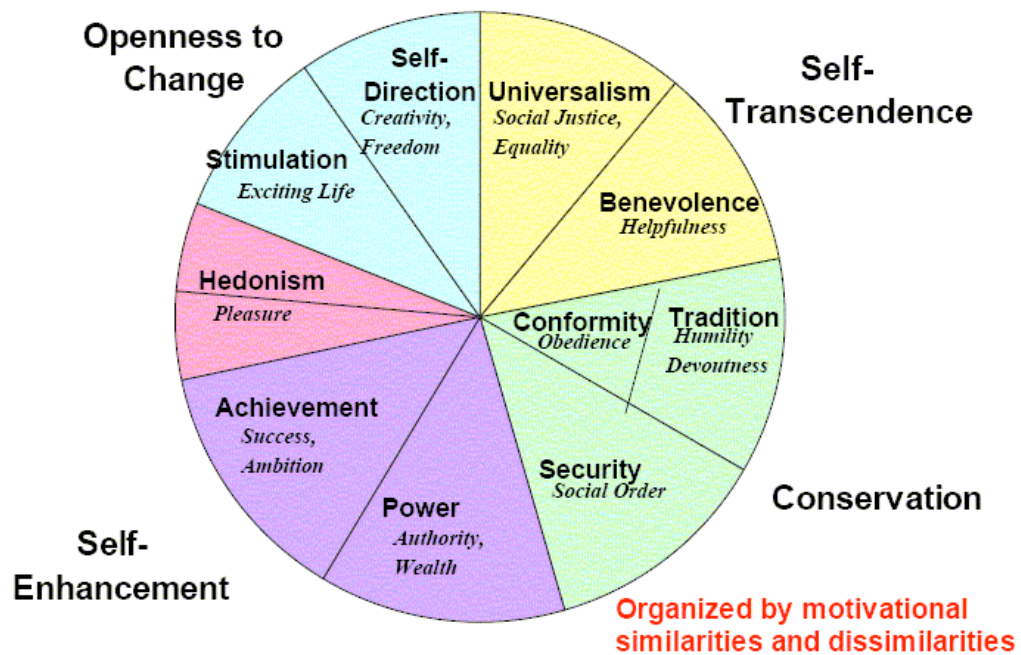


Figure 3. The Prototypical Structure of Value Systems (Schwartz, no year)

All of them are connected, obvious similarities can be found and monotonic overlap between the values can be noticed. For instance, from the scope of Openness to Change the motivational values of self-direction and stimulation basically characterize the inner motivation of openness to change. Meanwhile self-direction and universalism displays the dependency and trust on each other and environment itself as well as express the comfortable feeling being involved in the life circles of this diverse world. The value type of Self-Transcendence, universalism and benevolence, involve the consideration and appreciation of well-being of others and enhances altruistic behaviour. Meanwhile, benevolence, conformity and tradition emphasize the commitment to the ones who belong to the group. The value systems of Conservation, conformity, tradition and security, contribute to the harmonic relationships and acceptance of norms. Motivational values of security and power promotes the control and reduction of stress and harmonic stability. Self-Enhancement's elements of power and achievement express the self-esteem as well as competence in the society. The relation between achievement and hedonism causes to have a feeling of pleasure. (Zanna, 1996: 4-6)

3.3 Applying Schwartz Theory of Integrated Value Systems

In this paragraph are summarized three studies in which Schwartz's value theory has been used. The first work on interpersonal cooperation is done by Shalom Schwartz himself where value priorities were related to single behaviour. The analyses of cooperative and non-cooperative behaviour towards the goals of the value items has raised the hypotheses which were analysed based on universal value theory.

The second work studies corporate social responsibility and the values in innovation management. The research is done by Finnish researchers and conducted in Finland among engineering professions. The study was initiated by the theory that CSR concept is well-known to the management while the practical designers/implementers of the products and services are less familiar with the concept. An investigation is conducted on how personnel, management as well as the designers within different types of organizations realize CSR and the values. Also the correlations between the value types and CSR as well as correlation between variables and CSR were examined. Schwartz's motivational value types were applied as a method to examine and conduct the study.

The third case of this paragraph studies the values as predictors of environmental attitudes in 14 different countries. This work reports the relationship between the values and attitudes as variables. In addition, this research does not concentrate on the common attitudes on the environment; instead it investigates and aims to reveal the values that give the foundation for environmental attitudes. The goal of this work is to show that the values influence environmental attitudes. Schwartz's value instrument was used to measure values. Besides, to measure environmental attitudes New Environmental Paradigm and eco-centrism-anthropocentrism scales were practiced.

3.3.1 Research on Interpersonal Cooperation

This work has been relating value systems to behavioural traits in order to reveal the single values and their priorities. Research has been done on interpersonal cooperation to see the relationship between the value priorities and behavioural variables. The behaviours which directly show motivations and influence decision making were examined. Schwartz states that most likely single behaviour of human being is affected by many variables depending on the environment, conditions and the place they tend to happen. Sometimes it might be hard to foresee single behaviours because of varied values; however it is possible to anticipate systematically prioritized values to a single behaviour. (Zanna, 1996: 6-9)

The analyses of this work were concentrating on cooperative and non-cooperative behaviour as well as the goals of the values that are expressing those behaviours. For this research on interpersonal cooperation Schwartz recruited 90 students which have been divided in smaller groups and were participating in an experiment based on decision making. The students concluded a value survey on 56 value items (Schwartz, 1992) where they were rating the values of their importance in a Likert scale from supreme importance to oppose to their values. Each value type has been taken from the table of The Prototypical Structure of Value Systems and has been rated as a guiding principle in their lives. Then the participants were paired up and asked to read the answers anonymously. After, based on Matrix of Allocation Choices in Cooperation Experiment, students had to allocate resources between their selves or other members of the group by using three alternatives; one alternative from cooperation and two, competition and individualism, from noncooperation allocation choices. Based on the outcome of the results from this experiment and considering the values that were expressing motivational goals, the hypotheses originated. (Zanna, 1996: 6-9)

In order to make adequate hypotheses, first attention to every allocation option was put on and as a sequence each of the option was related to the ten universal values that articulate motivational goals. Secondly, based on the part allocating resources among the alternatives, the relevant value of value element from the

table of value systems was associated and as a relative dimensions for this work were alleged to be Self-Transcendence, including benevolence and universalism values, versus Self-Enhancement, including power and achievement values. The first hypotheses state that the individuals valuing the values of power and achievement are failing in cooperation since these values display the traits of self-interest and dominance. To this, the value of hedonism can be added as well since the person having hedonistic goals would have to overcome himself to make it otherwise. The ones, who contribute to benevolence and universalism values as an important guiding principle in their lives, have very strong predictions in cooperation. Also the value of conformity is relevant to allocation of cooperation because it promotes conservative behaviour within the society. These three values predict the second hypotheses. Thirdly, the value types of self-direction, stimulation, tradition and security are seen as irrelevant ones for this work and the connections as well as influences between them are expected to be close to zero. (Zanna, 1996: 6-9)

Summing it up, Schwartz universal value types are analysed as a whole integrity and by foreseeing the correlations between the ten universal motivational values and the behavioural traits three negative correlations of power, achievement and hedonism are found. In addition, also three positive correlations of benevolence, universalism and conformity values are seen and null hypotheses are stated from four values of self-direction, stimulation, security and tradition value types. As a result of analyses, the hypotheses were absolutely definite and the predicted correlations between the value priorities and behaviour have been shown. Adding up, as it has been foresee the value type of benevolence was most positively correlated and the value type of power had most negative correlation. Based on prototypical structure of the value systems, the value types are related to behaviour, decision making in this case, and also all the value types are linked to each other as well as they are rotating around the circle monotonically either to positive or negative directions, in this case, order of rotation was followed from benevolence to power. Therefore, as it has been predicted, the value items of self-

direction, stimulation, tradition and security led to null hypothesis which was simply accepted. (Zanna, 1996: 6-9)

3.3.2 Research on Corporate Social Responsibility in Innovation Management

The research on corporate social responsibility in innovation management was conducted by the researchers from university of Jyväskylä, Finland. The authors of the work took a look at corporate social responsibility issue as one of the main things to consider nowadays within the organisation. They also emphasized the significance of the values and value expectations during the daily operations of the company. The researchers are aware that the managers are caring about CSR; however the question is raised whether they are implementing this concept in their companies and in which way, and if the management and the implementers of the products and services have the same understanding of the concept. (Maksimainen, 2009)

Corporate social responsibility is able to show how the companies are expressing their interest towards their personnel, shareholders, stakeholders and the society. In order to realize human actions in various situations, values are analysed since these are the ones giving the bases for individual performances. CSR as well as the values has become one of the main topics analysed by the researchers and it is important to examine these aspects because what matters is how the values and CSR are implemented in real life. (Maksimainen, 2009)

This work analyses the values of the engineers and administration personnel that have work placements in Finland. In total 118 responses have been received where 11 of them were females and 107 males. This research has applied Schwartz and Bilsky theory of 56 single and 10 motivational value types as a method to analyse the values. Also the authors listed the values that individuals position them to explicit objects. In order to conduct the research, questionnaires, based on Schwartz value theory, have been prepared. The questionnaires

contained two types of value structures. The first value structure concerned the values that are important as guiding principles in respondents lives on corporate level and the second one was concentrating on values that are important as guiding principles of respondents own work. There has been completed 29 questions based on values where 15 related organisational and 14 of them were relevant to individual values. From the value structures, measurements for corporate social responsibility have been developed and the same type measurement was applied to the aspects of corporate social responsibility. The respondents rated CSR on corporate and individual levels. They were asked to rate the values and indicate CSR on a scale from totally disagree to totally agree. (Maksimainen, 2009)

The results concluded the differences between various organizational groups, measured correlations between CSR and variables and find out the variables which predict CSR. In the analyses of corporate social responsibility, the durability of customer relationship as *an important value in the company* reached the highest level in indication table and as important value in the company it received the maximum deviation. Generally the level of reliability was estimated to be high and the mean in a histogram table confirmed it. Therefore, it bears out that CSR is quite familiar aspect within the personnel. This leads to further analyses of different socio-demographic variables where differences between several organizational groups are looked up. (Maksimainen, 2009)

This study has shown that the biggest differences on CSR perspective can be found among age groups, which concludes that the oldest generation in a ranging group are most orientated to CSR. Wrapping up, the greatest CSR concern in a mean table is seen among oldest age group, chief executive officers and among those people who are working in average size organizations. When it comes to analysing correlations between CSR and variables concerning work community and personal skills, calculations between correlations of CSR and variables of organisational and personal skills were done. It concluded that corporate social responsibility has positive correlations to *ethical discussions within the work*

place, good knowledge in a working field and to the *duration of designer work experience*. The last part has analysed the variables that are predicting corporate social responsibility and in order to measure them the connection between socio-demographic variables and corporate social responsibility has been examined. According to the table, variables of socio-demographics predict 23% of CSR variances. The variable of position in the organisation is the biggest predictor of CSR (predicts 20% of total variance) where the strongest variable is seen within executives. Age and vocational training have a big effect of CSR as well, meanwhile gender, having kids, field of study, working hours and the size of the organisation has only small effect on it. All in all the research has been successful since the aim of the work to assess the aspects of CSR in the context of values as well as to find out the variables which are influencing CSR, was completed. (Maksimainen, 2009)

3.3.3 Values as Predictors of Environmental Attitudes

Numerous studies on the relation between the values and attitudes have been done. This study has implemented a multinational research on environmental attitudes and the values. This work seeks to find out the types of values that give the basis for environmental attitudes. (Schultz, 1999: 255)

Several decades ago environmental issues have been brought up and the researchers were eager to figure out inner drives that make people to be concerned on the environment. With the time the studies on the environmental concerns started to go deeper and concentrate more on the formations of environmental attitudes. Generally people can have same concerns on the environment but the basic reasons why they are concerned can vary a lot. (Schultz, 1999: 255-265)

This research was guided by the traditional theory of attitudes. Also several theories of environmental concern based on values and methods of the value structures have been involved in the study. The attitudes have been measured using eco-centrism and anthropocentrism scales of NEP (New Environmental

Paradigm). In addition, the measures of gender, SES, religion and Schwartz's value theory, based on which the research on values and environmental attitudes has been implemented, were used. The researchers were aiming to show that the values make a big influence on persuading environmental attitudes. Here again ten representative value types has been used and, as an example, the measure of environmental paradigm of eco-centrism was reflected by universalism. Moreover, the four dimensions of prototypical structure of value systems were considered too. For instance, the dimension of self-transcendence was chosen to represent social-altruism and biospherism, meanwhile self-enhancement is a sign of egoism. Also the survey included the values from openness to change and conservation. (Schultz, 1999: 255-265)

The results of the studies did not confirm the assumption that the value of biospherism can be significantly differentiated between environmentalism and self-transcendence value items. Hence, the results have shown that self-transcendence correlated positively to environmental attitudes, self-enhancement correlated negatively with biospherism, and the value of tradition had negative connection with biospherism and egoism. All in all, the results did not corroborate the hypothesis of three part categorization of environmental attitudes based on different values because simply the environmental attitude factors failed to indicate the distinctions. (Schultz, 1999: 255-265)

The following research particularly predicted that the dimension of self-transcendence, including values of benevolence and universalism, would be positively related to eco-centrism and NEP, and negatively related to anthropocentrism. Moreover, the value items of tradition, conformity and security that generate from conservation would be negatively connected to the measure of NEP. The researchers foresee to discover these types of relationships in the U.S. and Spanish speaking countries. (Schultz, 1999: 255-265)

In order to implement the survey the students from 14 European countries, Latin America and the United States with the sample of 2160 participants were

obtained. The questionnaire which targeted the respondents included the measurements of attitudes, values, self-reported pro-environmental behaviours and demographics. As in many other researches, the respondents had to rate the values on a Likert scale according to their importance as a guiding principle in life. Environmental attitudes have been measured by using three different scales. The first two measured environmental attitudes of eco-centrism and anthropocentrism, and the third one measured the degree to which individuals see human beings as a part of nature. The values were measured with Schwartz's value instrument. (Schultz, 1999: 255-265)

After the implementation of the research, the results gave the support for the value-basis theory which supported the predicted relationship between environmental attitudes and the values. Also the support was provided to the concept that values have the connection with specific attitudes. Therefore, the reliable traits on environmental attitudes and Schwartz's universal values were found. Hence, the findings on the positive connection between NEP and universalism, eco-centrism and universalism were confirmed as well as negative connection was definite between NEP and power and tradition. Eco-centrism was found to be negative to the values of power and tradition. Correspondently anthropocentric attitudes had major positive connections with power, tradition and security, and the negative relation with benevolence. (Schultz, 1999: 255-265)

Above abridged studies involved Schwartz's universal value measurement as a method to investigate values in a correlation with other variables. These studies provide the reflection, inner understanding and the background to the research of this study on corporate social responsibility and the values.

4 INDICATION OF VALUES AND VARIABLES

This chapter summarizes the sections of corporate social responsibility and the values. It includes aspects of CSR and the model of universal Schwartz Value Theory. In addition, this part describes the connection between both, CSR and the Value Theory topics, and draws the outlines of combinations of those two which consequences the hypotheses of this work. The following part of this chapter concentrates on the relationship among Botnia Events' and Schwartz's values. It emphasizes the ten motivational values of Schwartz in accord with case company's values. It recognises the importance of their motivational value background and leads to further hypotheses.

4.1 Corporate Social Responsibility and the Values

Corporate social responsibility is a concept that cannot be distinct in a conventional manner. This phenomenon has brought a new perspective of an organisation's position in a market and the way it should operate. Philosophical thinking can contribute a lot in realizing the perception of responsibility. CSR as an idea within the business has to be looked up in a deeper and philosophical perspective in order to understand consumers' moral and ethical behaviour within the purchasing and consumption processes. In fact, the moral business behaviour derives from the values and once the values are understood correctly it makes it easier for the company to express and promote its moral business performances.

Each individual has certain values, beliefs and morals that depend on their own cultural background and every human being is making particular decisions according to their personal values. This work concentrates on work related and personal values. Special concentration is given to customer values since the research is done to find out if the case company's values meet the values of their customers.

Understanding customers' values that are disguised beyond their purchase decision should help to tighten up the gap between the economical and ethical as well as economical and philanthropic responsibilities. Therefore, it would help to enhance the quality of the production, in this case product and service making process, which in the end would lead to a better relationship between the case company and consumers. Also CSR pillars would be improved in practice. It is important to investigate how people within organisation perceive the concept of corporate social responsibility and the values it represents because if these are not realized in actual products and services, CSR and the values are not totally implemented and nothing much happens afterwards.

4.2 Corporate Social Responsibility and Schwartz's Value Theory

The second chapter of this work gave a thorough overview on CSR, its aspects and its implementation. Thereby it looked up beyond CSR concept and gave a philosophical outline of the idea. In order to derive hypotheses, the consequences of the aspects of CSR were considered. They were assimilated with prototypical structure of value systems in accordance to their equivalent correlations and corresponding behavioural traits they are representing. The value priorities tend to be easily connected to no matter which outside variables and this work uses CSR as an outside variable.

Corporate Social Responsibility consists of economical, environmental and social responsibilities as well as legal, ethical and philanthropic ones. All of the responsibilities are implemented in a voluntary and contributory manner. It is vital to discover the values of responsibilities since the values mean individual's position to a certain objects, objects to CSR variables in this case.

The table below illustrates the hypothesis that generate from interrelation of value priorities and variables.

Table 2. Matrix of Predicted Correlations I.

VALUE SYSTEMS	RESPONSIBILITY VARIABLES		
	Predicted Positively	Predicted Negatively	Predictions close to zero
CONSERVATION -Conformity -Tradition -Security	+		
OPENNESS TO CHANGE -Self-Direction -Stimulation -Hedonism		+	
SELF-ENHANCEMENT -Achievement -Power		+	+
SELF-TRANSCENDENCE -Universalism -Benevolence	+		
TOTAL	2 Positive Predictions	2 Negative Predictions	1 Null Prediction

As mentioned in the previous chapter, the prototypical structure of value systems consists of two dimensions opposing to each other. Openness to change combines self-direction and stimulation value types that opposes to Conservation consisting of security, conformity and tradition. In contrast, people who clarify motivational orientation to Conservation dimension see CSR responsibilities as important guiding principles in business. The value types of conformity, tradition and security hypothesizes to have strong positive positions. This dimension shows the conflict that appears to happen between the highlights of essential stimulation to contribute to challenging and independent thought and openness to change versus order and harmony in relations, preservation of traditions as well as self-restrictions.

The second dimension exists between Self- Transcendence including benevolence and universalism and Self-Enhancement combining power and achievement. Here the conflict tends to happen between the protection of the welfare of all people and nature versus caring only about the own success and having dominance over other people. People who concern about CSR issues tend to have negative results of Self-Enhancement values and the values of universalism and benevolence should have high positive points in a rating scale.

The value type of hedonism shares the elements of both, Openness to change and Self-Enhancement. The assumption for this value type of being highly related to CSR enhancement is rather low since people who enrich hedonistic values tend to believe that the most important thing in life is to enjoy yourself and usually they are expressing self-centrism.

Coherent and correlated value structure is useful in displaying set of value priorities in a connection to other variables, CSR value based on behaviour in this study. Therefore it is able to show an extended and more thorough examination of those two.

4.3 Botnia Events' and Schwartz' Values

The definition of Schwartz universal values gives an attention to insightful, reflective and complete character of the value types which represents cognitive behaviour of human beings. Meanwhile Botnia Events' values (see table 6) are the desired value types to be required to shine through the management and production of the products and services. In considerations of concepts and the central goals they are representing, case company's values have been compared and integrated in Schwartz Value Theory. These two comparisons had led the author to the further hypotheses of predicting positive, negative or null hypotheses.

Table 3. Matrix of Predicted Correlations II.

SCHWARTZ VALUES	BOTNIA EVENTS VALUES	TYPE OF PREDICTION
Self-Direction	Originality	+ Positive
Stimulation	Differentiation Uniqueness Authenticity Adventure	+ Positive
Hedonism	Fun	+ Positive
Achievement	Quality Price level Availability Accessibility	+ Positive
Security	Safety Belongingness to the team	+ Positive
Conformity	Communication Involvement Ethics Morality	+ Positive
Tradition	Locality Culture History	+ Positive
Benevolence	Concern of the society	+ Positive
Universalism	Eco products Sustainability Preservation	+ Positive
TOTAL	9 POSITIVE PREDICTIONS	

Schwartz value type of self-direction characterizes creativity and self-determining thinking in behaviour. This value type predicted to have positive outcomes since people who aim to use original and innovative products give the theoretical assumption of being related to self-direction value. The positive predictions assumed to be between the values of differentiation, uniqueness, authenticity, adventure and experience, and the value type of stimulation because these emphasizes exiting and varied life. Hedonism refers to enjoyment of life and

Botnia Events' value of having fun generates positive outcomes as well. Optimistic results are assumed to come from achievement value type as well as quality and availability and accessibility values since here it is important to demonstrate successfulness through competence. The value types of security, conformity and tradition correlates with Botnia Events' values of safety, belongingness to the team, communication, involvement, ethical and moral behaviour as well as locality and preservation of history, culture and traditions. This group represents safety, harmony in a relationship and respect for traditions, and concludes the positive outcomes of the predictions. Positive predictions are forecasted to be between benevolence and universalism and the concern of the society, sustainability and eco-friendly approach since these values emphasizes welfare of people and nature.

The value type of power was not included in this study. It represents authority and prestige and this do not correspond to any of case company's values and it does not feature any motivational goals relevant for this study.

PART III

EMPIRICAL FINDINGS

5 RESEARCH

The research for this work is done to see if there is any kind of relationship between the values of the case company, Botnia Events, and Schwartz universal values as well as the relationship between Botnia Events and its customer values which are based on corporate social responsibility. In order to discover the links and correlations adequately, first different types of researches are analysed to adapt the most suitable one for this study.

The broad perspective of the research states that the research is a study whose aim is to collect any kind of data, information or facts in order to increase knowledge of the studied subject. Meanwhile the scientific research is defined more severely; the research is done in order to conduct methodical study so the hypothesis or certain answers of the questions would be found when originating certain answers is the essential aim within the process of experiment. (Shuttleworth, 2008)

The research is meant to be performed in a systematic order and all the process is organised carefully by using definite steps of implementation. Also it involves the literature reviews of the researches made before as well as right questions are asked so the right answers are received. Therefore, any type of the scientific research requires personal interpretation in order to fund the essential opinion which systematically proves the nature and the type of the testing to be studied. In addition, scientific variable of different values of the scientific research have to generate dependent variables which are several results of the research. (Shuttleworth 2008, Online)

In this chapter the research methods of the work are introduced. First of all frameworks for the research and research design are described. It includes the method to measure value priorities, the research process and data collection based on questionnaires. It is followed by a discussion about reliability, validity and practicality of the work. Finally an actual implementation of the study is cleared out.

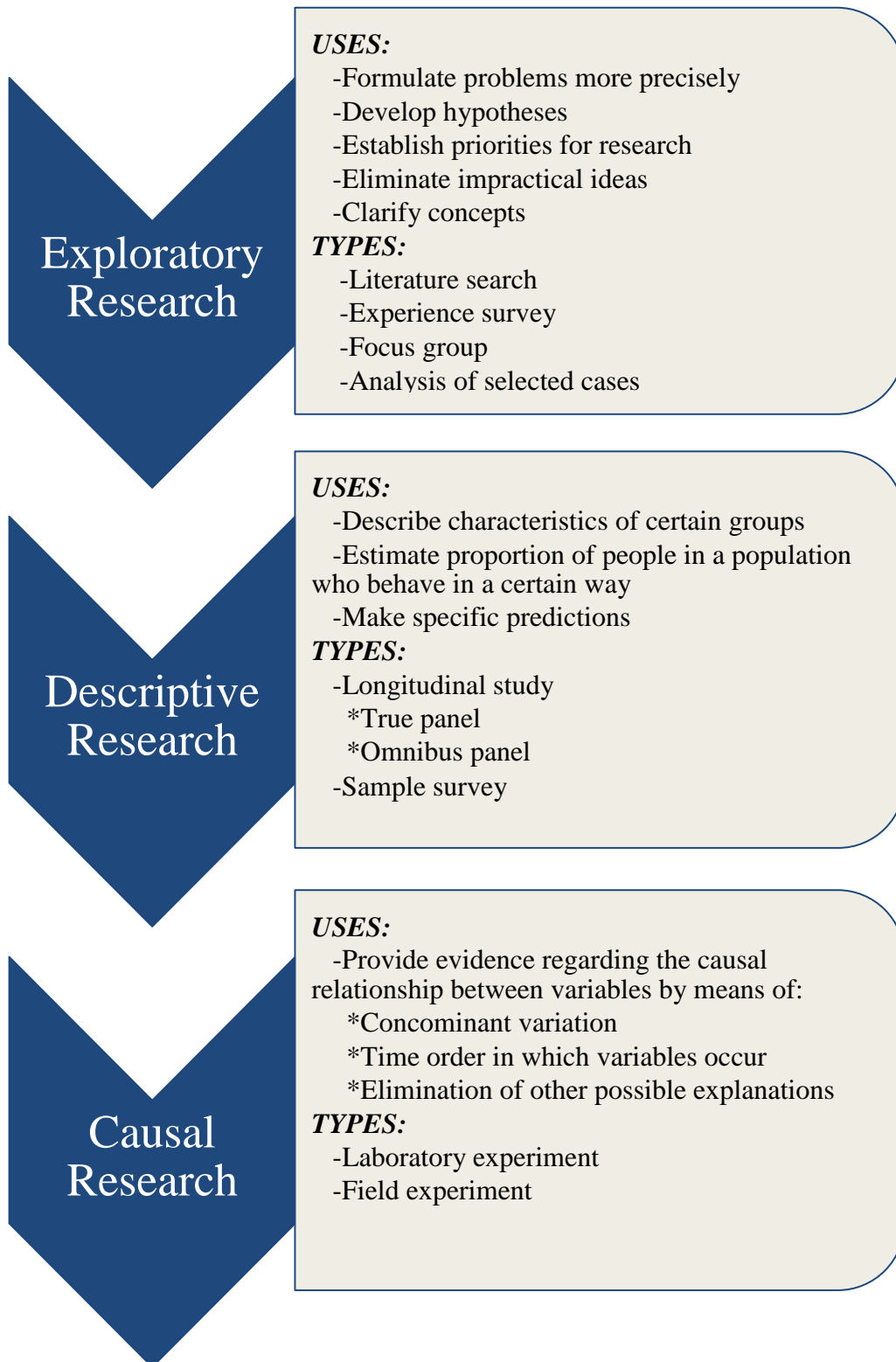
5.1 Research Method and Design

The definitions of the research design differ from concept to concept. Here are the core principles that are found in the context of the research design. The research design includes technical drawing of collected, measured and analysed information. It also outlines the plan or structure of the actual study in order to receive the right answers and visualize them. Therefore the plan contributes in examining hypotheses and their actions in functioning. The research design is able to visualize the structure of the connections between the variables related to the study. Also it is applied in acquiring empirical findings with variable relations. Thereby, research design is a plan which has time limitations. This plan always has to be constructed in accordance to the research questions so it would be able analytically to sketch each of the activities done through the research process. Besides, the research design is used as a guide in choosing the sources for the study and it is used as a framework to identify the connections between the variables that were analysed in the conducted work. (Cooper, 2006: 138-139)

Research designs in terms of their structure vary according to the specificity of the blueprint they are representing. One types of designs merely draws the framework of the general analyses studied through the research and other types of designs goes to the examinations of the problems more deeply where the causal relationship is aimed to be found. Usually there are used three types of research designs: exploratory, descriptive and causal researches. Exploratory research shows the general picture of the research and is useful in investigating ideas and insights of the subjects as well as investigating the research in order to come up with the explanations of certain matters. Descriptive research design is a stiff method to establish the frequency among two variables and characterize those two. This research describes the characteristics that are related to the subject and aims to answer questions such as who, what, when, where and how of the subject. The causal research tends to concern how to establish and resolve the relationships between cause and effect which means that this type of the research

is relating to the study on how one variable can affect another one. (Churchill, 2002: 122-123)

Figure 4. Types of Research designs.



(Churchill, 2002: 122-123)

Values, as mentioned before, are the descriptions that guide the human actions and reveal themselves in the dimensions of descriptiveness and causality. In this work, in recognizing the values, descriptive-causal method is in use. When handling and using the value considerations the description of characteristics correlated with the subject population were defined and to discover those correlations among different variables surveys are used. By involving comparison in contrast to investigate correlations that take a deeper look at the relationship to the specific outcomes to the variables that caused them, causal studies are performed.

5.1.1 Method to Measure Value Priorities

Most of the researches that concern values have been done to figure out the differences between individual value priorities and their correlation to the behaviour and attitudes. This work does not focus on single values or value variables emerged with certain thoughts or feelings where only single values are used as target groups. This research concentrates on desirable values that work as guiding principles in people's lives. It is done based on Schwartz's value approach where thorough set of different motivational values are in use. (Zanna, 1996: 1-2)

Schwartz Value Survey (SVS) contains of 56 or 57 single values that are chosen to represent ten motivational value items and are expressing motivational oppositions and goals of single value. Each of the value construct is followed by explanatory phrase which aims to explain and illuminate the meaning of the value item. For instance, equality is the value belonging to the value item of universalism and clarifying everybody's equal opportunities. (Shwartz, no year)

The respondents of the survey rate every value item in accordance to their importance "as a guiding principle in my life" on a 9 point scale from supreme importance to opposed to my values. Evaluation of values on a Likert scale requires thorough thinking in order to evaluate abstract principle ideas. (Shwartz, no year)

This research is using the Portrait Values Questionnaire (PVQ) to assess the values of the case company's customers.

The PVQ has the same importance and it is an alternative tool to SVS but it is constructed to be more concrete and less mentally complex method to measure the same ten value systems from Schwartz Value Theory. The PVQ contains short verbal portraits of different people where every portrait describes individual's goals, aspirations and wishes that are completely directed to the importance of the value. In PVQ surveys the respondents are not asked to make a comparison between them and the portrait, instead they are asked to compare the portrait to themselves. The verbal portraits are able to display and portray important values of every person. Designed portraits are competent in catching individual's values in the statements without presenting the actual values as the subject matter. The PVQ type of questionnaire is rather concentrating in asking the respondents to find similarities of theirs and somebody else's who has the same values and goals in life instead of asking to find similar objects with somebody who has the same behavioural traits. Conventionally the same statement can be applied and to the values as well as traits. Nevertheless, persons who do have values for a certain goal do not necessarily possess the same type of trait and opposite. For instance, people who value creativity do not inevitably have to be creative, and people who are creative do not have to value creativity. (Shwartz, no year)

5.2 The Research Process

The research process involves several steps which contribute in carrying out an actual research more easily and successively. Conversely it is not strictly claimed that the steps of the research process have to be followed sequentially. Some of them can be implemented before or after they actual order, some of them can assimilated with each other or totally be skipped. The figure of The Research Process illustrates the process of the research where some of the components are combined with each other. (Cooper, 2006: 54-78)

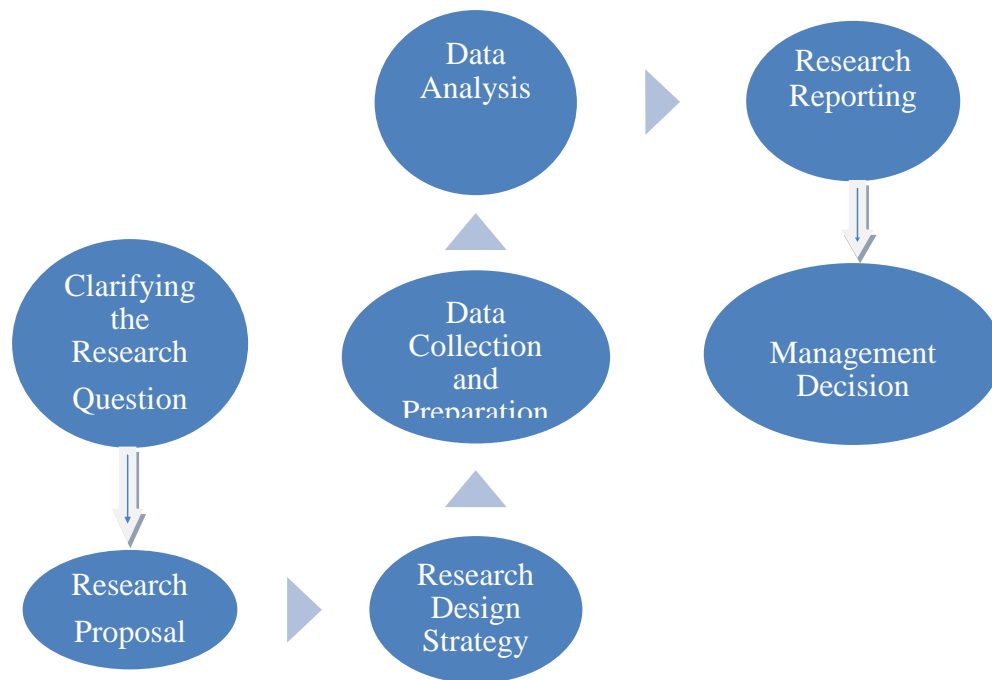


Figure 5. The Research Process

The research process starts off with an exploration of the research when the management dilemma is discovered and the research questions are defined. After exploration stage the research is proposed in a formal format including the statement of the research question and the brief description of the research methodology. Research proposal is followed by the research design strategy where decisions on type of the research, purpose, time frame, scope and environment is made. Therefore, data collection, sampling design and instrument development are included in this stage as well. Consequentially pilot testing is followed by the data collection and its preparation where the researcher presents the founded and defined data. Through the data analysis and interpretation of the findings can discover if the research question is reliable with the theories and hypotheses. The final stage provides the written report. It includes the findings and solutions directed to the management. Solutions reports clarification on the research question and explain how it can be used in decision making. (Cooper, 2006: 54-78)

5.3 Data Collection

There are two types of methods to collect the primary data which is the data initiated by the researcher himself in order to address the problem of the concern. It can either be used qualitative or quantitative approach. Qualitative research refers to primarily exploratory methodology and it is conducted in order to find out the insights and understandings of the subject. Qualitative researches are usually unstructured and are implemented on small sample sizes. Meanwhile quantitative research is a methodology that aims to quantify information and usually performs statistical analysis to analyse the received results. Figure below explains and clears out the differences between quantitative and qualitative researches.

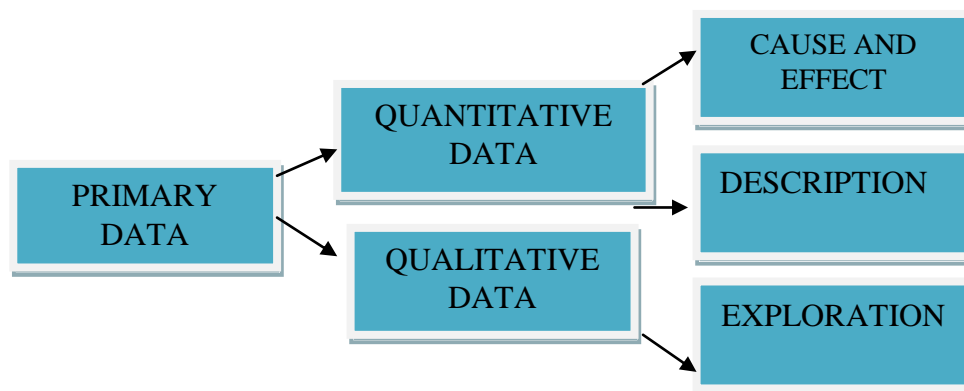


Figure 6. Classification of Research Data (Malhotra, 2000: 156-157)

In this research primary data will be collected by using quantitative data collection method which is able to describe the outcomes of the study as well as explain their causes. The author of the work applies this method since this work is conducted within descriptive-causal research field and the quantitative design would decrease analysed phenomenon to scientific data.

In addition, this research is concentrating on quantitative research type because it enables to describe, explain and predict the focus of an actual research. It helps to measure the accuracy of customer opinion and contributes in answering questions that has the questions similar to how much, how often, how many, when and who.

Quantitative research allows describing and predicting the theory where sample size is large. It decreases the numerical codes of the answers when they are put in computerized systems as well as permits the usage of statistical methods in data analysis. This research can use single or mixed methods in the research design and one of the main methods to conduct the surveys within this field is the questionnaire. (Cooper, 2006: 198-199)

5.3.1 Questionnaire design

The questionnaires for this survey were self-administered and sent to the respondents by e-mail. Self-administered mail survey is used to decrease the rotation of the results, reduce the time in receiving the answers as well as give a chance to conduct a big amount of surveys and catch big amount of the participants. Therefore, it allows the researcher to use visuals as stimulations and the respondents of the questionnaire stay anonymous. (Cooper, 2006: 254-255)

The questionnaire for this work has been designed based on European Social Survey (EES) which is cross-national survey.

It has been intended to be applied continuously in time and long-term time solution has been considered while designing the survey, as well as the survey is suitable in using precise and thorough methodologies. This survey is a rational and methodical swot on human values, attitudes, attributes and behaviour traits that are changing constantly and are applied across the cultures. Therefore EES is aiming to measure and explain these aspects and also to realize in which directions and how rapidly they are changing within the nations during the time. (European Social Survey, 2009)

European Social Survey has chosen PVQ as an instrument for the survey on human values to be conducted. The ESS version of the survey has been slightly modified with the purpose of the better correlation to ten different value items. All in all PVQ contains 21 different portrait items that consists of core questions that

stays rather steady varying from round to round. The reason for the core questions to remain balanced is to observe and supervise the changes and continuity of explicit variety of socio-economic, socio-political, socio-psychological and socio-demographic fields. (European Social Survey, 2009)

5.3.2 Questionnaire of the Study

The PVQ used in the survey is based on EES. The questions, items that measure each value, have been slightly modified to meet this study better. The values, based on which measuring items were defined, have been acquired from the case company's managerial values. An identification of Botnia Events values were discovered through the analyses of the information displayed on their web-page and also informal semi structured depth interview with the manager of the company was conducting.

Altogether the questionnaire consists of 25 value items of Botnia Events which are combined into ten indexes. Each of the items is quantifying the basic value if the goals of the described person are expressing the central goal of the basic value. These items were designed in a manner that all kinds of abstract components of each value would be included. This survey is divided into three parts to measure corporate and individual values as well as demographics.

First part of the questionnaire was measuring the values the customers see as an important ones as guiding principles in a corporate level. The respondents have been asked to think about the case company as a product and service provider in order to determine work related values.

This part of the survey contained 9 structured questions of a format of a typical five-level Likert scale which is a one dimension scale representing an order and giving suitable answering options for the respondents that depends on their points of views and opinions. Usually a Likert scale offers five answering options from strongly disagree to strongly agree, hence the answers can vary from four to seven

options as well as leads to reliable and constant answers. (Changing Mind 2010, Online)

Also the first part of the questionnaire had one open question where the respondents could freely express their values of the case company.

Table 4. Conceptualization of Each Value in the Survey. Part 1.

VALUE	ITEMS THAT MEASURE EACH VALUE
SELF-DIRECTION	I do not think Botnia Events is a creative company providing original and innovative products and services.
STIMULATION	I do not think Botnia Events brings up excitement and adventure into their all-inclusive packages.
HEDONISM	I do not believe Botnia Events aims to provide its customers with as much fun as possible. They do not want to give pleasure to their customers.
ACHIEVEMENT	Botnia Events wants to show to the customers their abilities by producing and delivering quality products and services.
SECURITY	I feel safe while participating in the events. I think Botnia Events avoids things that might endanger our safety.
CONFORMITY	Botnia Events behaves properly, morally and ethically, towards the society and customers. The company tries to involve and show good example to its customers.
TRADITION	Botnia Events tries to follow the customs handed down by the local traditions and history, the company brings up the traditions through their products and services.
BENEVOLENCE	I believe Botnia Events is loyal to its customers and a company wants to devote their work to the clients.
UNIVERSALISM	I feel Botnia Events looks after the environment and preservation of nature.

The second part of the questionnaire was measuring the values that are important to the respondents as guiding principles in their own work. They were asked to think about their personal life and personal values in order to find out customers' individual values.

Totally this part contained 23 questions. The first question was asked concretely to indicate level of CSR among the respondents. The rest of 22 questions had a constructed value label which was measuring each of the value type. All in all there are five items to measure conformity, four items to measure tradition, three items to indicate stimulation, and two each for hedonism, achievement, security, benevolence and universalism, and one for self-direction. The number of items designed for each of the value type depended on their importance to the values of the case company. All the questions had the answering options on a Likert-scale.

Table 5. Conceptualization of Each Value in the Survey. Part 2.

VALUE	ITEMS THAT MEASURE EACH VALUE
SELF-DIRECTION	Thinking up of new ideas and being creative and innovative is important to you. You like to do things in your own original way and be exploring.
STIMULATION	<p>You like surprises and you try to look for excitement even during your working time.</p> <p>It is important to experience products and services which are unique and authentic.</p> <p>You like to receive new experiences and adventures while consuming products and services.</p>
HEDONISM	You seek every chance you can to have fun. It is important to you to do things that give you pleasure.
ACHIEVEMENT	<p>It is important to you to show your abilities. You want to be successful, admired and rewarded for the things you do.</p> <p>Being successful in receiving desired things is important.</p>
SECURITY	<p>It is important to you to live in secure surroundings. You try to avoid everything that can endanger your (your family's) safety.</p> <p>It is important to you that your company ensures your safety. You want to be guaranteed about all your benefits.</p>
CONFORMITY	<p>You want to understand other people, even if you disagree with them. It is important to you to listen people who are different from you.</p> <p>You like to be involved in group activities and team work.</p> <p>It is important to have good relationships with your colleagues and be disciplined within the society.</p> <p>It is important to follow the norms of the society.</p> <p>It is important to you to always behave properly. You want to avoid doing anything others would think is wrong.</p>
TRADITION	<p>It is important to you to be humble and modest.</p> <p>Respect, commitment and acceptance of the customs are one of the main principles in your life.</p> <p>Keeping on traditional culture or religion and respecting it is important to you.</p> <p>You do accept proportional life. You do not like to draw attention to yourself.</p>
BENEVOLENCE	<p>It is very important to you to help people who surround you. You seek to take care of their well-being.</p> <p>You strongly believe in forgiveness, loyalty and true friendship.</p> <p>You do strongly believe that everybody should take care of the nature and all the people. It is important to appreciate the environment and the society.</p>
UNIVERSALISM	It is important that every person in the world would be treated equally, everybody should have equal opportunities.

The third part of the questionnaire was constructed to indicate how life circumstances such as gender or age, for instance, influence value priorities and affect CSR variables in a contrast with corporate and individual values. This part of the questionnaire was considered to be included in the survey because life circumstances according to which human beings have to adapt can influence value priorities and choices based on values.

5.4 Validity, Reliability and Practicality

A good measurement tool for the research accuracy is characterized by three main criteria which help to evaluate the study efficiently and easily. The first one discussed in this section is the validity, both internal and external one, which refers to the extent of the measurement's tool capability to measure what it is intended to be measured. The external validity is concerning whether the discovered data is able to interact and be generalized to and among the times, settings and persons. Meanwhile internal validity is bounded by the ability of the research tool to measure the right data, for instance the content validity is measured by the degree of the content which describes the coverage of investigated questions. The criterion-related validity shows the success of the measures that captured relevant predictions, and construct validity considers the theory and measuring tool used in the study which identifies and explains its representatives. (Cooper, 2006: 318-324)

The necessary contributor for the validity is reliability; however if the measuring tool is not valid, reliability cannot contribute a lot since the tool does not measure intended data which is required to solve the research problem. Generally reliability refers to the reliable results and accurate measurement procedures which are able to work under different circumstances. A good measure should consist of stability, securing consistent results, equivalence, estimating observation scores of the same event, and internal consistency, reflecting to homogeneity of the items. (Cooper, 2006: 318-324)

Besides measurement process being valid and reliable, considerations of operational requirements has to be done and practicality of the work should be thought of as well. Practicality consists of economical considerations occurring between the research project and the budget, convenience, illustrating easy administration of the measurement scale – questionnaire, and interpretability which directs the gathered information to be possible for interpretation. (Cooper, 2006: 318-324)

5.4.1 Validity, Reliability and Practicality Analysis

To ensure the trustworthiness of this research, the author of the work has chosen Schwartz's value theory to measure values and variables. It provides the study with an almost complete set of different motivational types of values which has been accepted universally. There is a small probability to miss or not to notice some single values in their relation with other elements since the set of values is quite inclusive. Every set of value type describes a certain number of single values which are grouped to make a connected comparison of prioritised values. In this way the set of values are working as a linkage and band network which can easily and explicitly be related to certain elements which in the end brings up more validity. Therefore, Schwartz's background variables give more reliability as well since the set of values are sharing more valid central motivational goals because they are common across the cultures. Also multiple value indexes are more reliable than the single values. Furthermore questionnaire was designed based on European Social Survey on human values which have been used widely and universally. The questions has been slightly modified to make them easy understandable to the respondents, and also credibility was increased by constructing the questionnaire in three languages allowing the respondents to answer the questions in most acceptable tongue.

The author of the work corroborates the data collected with thorough numerical coding by using statistical software, attentive logical reasoning and objective interpretations of the findings. Also internal consistency is measured by

Cronbach's alpha that analyses the reliability of the study. Therefore, the author's own knowledge of studied subject and the value theory increased validity and reliability by enabling to design the questionnaire adequately and interpret received answers in a practical manner.

Practicality of the research was maximised by using a web survey instead of a telephone survey for instance. It did not limit the amount of measurement questions but saved the company's and author's resources. Also the measuring device, a questionnaire in this case, was easy to administer since it had clear instructions of its administration, approximately ten minutes of completion time, and design and the layout of the survey were richly constructed which led to a thorough guide of the research use.

5.5 Implementation of Research Process

Within the exploration stage the research problem or management dilemma was discovered which lead to the investigations, measurements and definitions of management questions needed to be solved out. In order to proceed with the research process, an oral research proposal was done and actual design of the study started its implementation stage by generating the theory. It was followed by grounding the research design and constructing the survey based on the theoretical findings and sampling design.

In order to design the questionnaire, the guidelines of PVQ and SVS were used since it allows creating many items for each of the value. The author of the work has restricted the amount of portraits due to the time consumption while filling the survey. Totally it has been made 22 portraits plus socio-demographic questions which could be answered in about ten minutes. The number of portraits, that were representing each universal value, was selected in accordance to the value relevance to this work. The PVQ was developed in English, Finnish and Swedish. The questionnaires were executed via e-mail but before that in order to test the questionnaires workability, the pilot questionnaire was emailed to eight persons

who are somehow related to this project.

The web-survey was performed within the target population of the sample which was selected to be the corporate customers of the case company who have been either buying or using company's products or services and are located in Vaasa region. The web surveys have been distributed to the respondents' e-mail addresses that were taken from the company's customer register. Totally the customer register contains 250 contact details but the interest was to find out the opinions of the customers who are located in Vaasa or in Vaasa region which decreased the amount of sample to 164. The questionnaires to the respondents were sent via e-mail three times; the first one was sent 31st of March, the second one as a reminder was sent 9th of April and the last reminder was sent 14th of April. The web surveys and introductory letters were sent together with the promotional material the case company uses to send once every week. In order to receive more responses the lottery was included into the survey. The participants of the survey could win DeGeer jewellery, whose design is inspired by authentic nature of Vaasa archipelago.

Totally 67 responses were received which made an adequate amount of the representative sample size to use in further analyses since it results to 40.85% and normally the response rates of the web surveys ranges from 30-60%. (Cathy 2005, Online) Answered questionnaires were automatically processing to Excel spreadsheet what made it easy to transfer collected data to SPSS statistical software program which allows simplifying numeric coding efficiently. After the data coding which included sorting, tabulating and analyzing, SPSS made analysis to be possible for further interpretations. At first general ratings on the case company's performance were studied and then the relationship among the values and variables was explored. The outcomes of the research were compared with the predicted theories and the findings were adapted to the case company's research question.

Finally, the results were transmitted into an actual report by carefully presenting

interpretations, conclusions and recommendations, and adapting gathered information to the case company's profile. An important material which helps to understand the findings and the problem better was presented in figures and tables in order to make it simply understandable to those it may concern. The final close ups of the work were accounted in the summary of the essential findings and the conclusions based on those findings.

6 CASE COMPANY: BOTNIA EVENTS

Botnia Events is a company which organises all kind of events, conferences, outdoor activities, program services and experience packages in Western Finland. The company is functioning under Printos Ltd that is a marketing and advertisement firm and it is situated in Vaasa at Rantakatu. Officially Botnia Events has been founded in 2007; however it was operating under the name of Reinon Tupa myyntipalvelu before as well. (Marko Haanpää, 2010)

6.1 Customers of Botnia Events

Mainly Botnia Events arranges all inclusive packages for both, smaller and larger corporate organisations. The company can organise all sorts of and none-business related activities that ranges from accommodation and transportation to meetings and social gatherings. The buyers of the products and services are secretaries and assistants of business companies that purchases programs, activities and catering services. The actual participants of the programs are companies' employees, clients, or their guests, who are usually employees of the same chain company which is located abroad. The main and the most profitable corporate customers of Botnia Events are located in Vaasa area; on the other hand, the chief departments of the company's clients initially operate within Helsinki and its region. (Marko Haanpää, 2010)

Botnia Events arranges activities and programs for private groups as well but that makes only a small amount of its yearly turnover. (Marko Haanpää, 2010)

Through well organized activity programs and skilled staff Botnia Events aims to take the burden off as well as to decrease the responsibility of their corporate clients so they would not have to worry about the incentives that should be arranged for their employees or guests. Adding up, for the actual users of the products and services the company seeks to strengthen the working relationship among the colleagues and to bring up to them the sentiment and mood of the team spirit by doing something together. (Marko Haanpää, 2010)

6.2 Products and Services

Typically Botnia Events arranges incentives, custom-made events and programs which are provided with the most feasible experiences for their customers. The company organises all sorts of all-inclusive packages depending on the customers' requests. Botnia Events has a vast range of the activities obtained; there are organised sightseeing tours in the Finnish archipelago, ATV safaris, car races, horseback ridings, dog sledging, hiking and fishing trips, boating in Viking boats, skiing, ski walking and snow shoe walking, ice-skating, laser shootings, tracking, nature trips, kayaking, golfing and hunting days and several other activities. Furthermore, programs are arranged in different cottages within the area of Ostrobothnia as well. Botnia Events seeks to find out the most suitable alternative location for their clients considering their priorities, needs and expectations. Whilst, the events take places in Vaasa's archipelago, the most visited places are Kalle's Inn, Bullerås, Varppi, Björkö Vårdshus, Villa Hansus, and Kummelskär nature station, Björkören, Saukkoranta and Villa Byholm. When the programs are arranged in South Ostrobothnia the most common places to visit are Reinon Tupa, Koskenkorvan Trahteri as well as Mäntylän Tila. Such activities as boat trips, sailing and canoeing takes place in Vaasa archipelago as well as in the open sea. Botnia Events works on the conference and meeting arrangements too, and for this type of programs the amount of the participants can vary from ten up to two hundred entrants. (Botnia Events, 2010)

The essential rudiments for the products and services to be produced and consumed are the safety and pleasant atmosphere provided to the participants of the events. (Botnia Events, 2010)

6.3 Values of Botnia Events

In order to find out the values of Botnia Events which were used as a basis for the research, the author analysed the written material and conducted the interview with the manager of the company. Through these methods essential values were discovered. Also the level of importance of those values was exposed and deeper

understanding was revealed.

6.3.1 Botnia Events Values Acquired From Company's Webpage

The information on the webpage contains items stating that Botnia Events is arranging exclusive, authentic and different sort of conferences and activities in Western Finland. This shows that the differentiation of products and services as well as making them a bit diverse and unique from other service providers is an issue to consider within the company. Also Botnia Events aims to provide the packages with the taste of the adventure supported by the experiences. The products and services give the added value if they can give the unique experience and some adventure to the consumers. Besides, the information states the importance of nature since the products and services are consumed within Finnish nature mainly. Therefore, the company seeks to show to their customers the easiness of accessibility and availability of their products and services. It clears out that the company is very keen about this. Moreover, they are aiming to show the importance of the local culture, traditions and history which is meant to shine through the products and services. Botnia Events believes in basic element of safety while consuming the products and services. Safety and the quality of the packages provided to the customers are the things to consider when producing the products and arranging the services. (Botnia Events, 2010)

The following is the list of the values that have been discovered through the webpage of Botnia Events: Adventure gained through the product and service consumption, Experience gained through the product and service consumption, Nature and its preservation, Finnish nature and its preservation, Differentiation of the products and services, Uniqueness of the products and services, Authenticity of the products and services, Easy accessibility of the products and services, Availability of the products and services, Local production and consumption, Culture and its preservation, History and its preservation, Safety, Quality of the products and services. (Botnia Events, 2010)

6.3.2 Botnia Events Values Discovered through the Interview

The interview with the manager was conducted on 17th of February 2010. An in-depth type of interview was used. To discover the required information in-depth interview was chosen as a method to use because it allows conducting investigation on personal and sensitive information as well as lets the interviewee speak freely about the matters concerned. The interview was performed in order to find out the values of importance of the case company. Also to gain deeper and more thorough knowledge of those so later the comparison of Botnia Events' and its customers' actual values can be done.

During the interview the manager of the company has been asked the questions that generally concern the values of the company (see appendix 1). Also corporate social responsibility and its pillars from the company's point of view were investigated. Thus, the philosophical aspect of CSR and the values has been touched and the manager explained how these are perceived by the company.

The interview was transcribed and analysed and through received information the values of the case company were acquired.

6.3.3 Interview and Acquired Values

As has been mentioned before Botnia Events is a company which is planning and carrying out conferences, activities and experience packages. According to the manager of the company, the most important values that the company is aiming to incorporate into their products and services are safety, locality and originality of the products as well as their ecological production and a good service quality. When thinking about the product and service production and consumption, the safety issue is the first one what comes into consideration since have to take care and keep the customers safe especially during the outdoor activities. Therefore, the manager of the company seeks to inform the clients about the backgrounds of the products and services, where from the certain materials come from and the story behind them. The company chooses the local products as much as possible and it goes hand in hand that the more local a product is the more ecological it is.

The manager wants to base all the packages on the local stories which bring up the history, traditions and the culture of the local place and the local people. Especially, if talking about the foreign customers, the culture, history and traditions make a big influence if they are incorporate into the products. For instance, it is crucial to display Finnish culture in the packages in order to give a greater value to the clients. Also the company seeks to bring up the Finnish nature and display it during the consumption process when the place of consumption is chosen. In addition, BE's goal is to show that the company is interested in preservation of local nature, culture and the environment itself. As the matter of fact, the natural and cultural environment is giving lots of possibilities to build up the stories which can be incorporated into the packages.

In common sense, according to the manager, the products and services are meant to be made in a way that the customers would come back again. The packages have to be easily available to order and to consume as well as safe to consume. Also it should have a grip of local traditions and culture, be harmless to the environment and the society. Therefore the local people should be included in service process, the quality of the products should shine through the services, and the price should meet the quality, and it has to have at least a bit of fun.

When talking about corporate social responsibility, it holds three major points: economical, environmental and social responsibilities and these are the issues to consider today. According to the manager of BE, everything starts with economical responsibilities, it is impossible to avoid it if you want to keep the organization alive. Generally, the ecological responsibility already exists in every organisation and it is an obvious thing that everybody should think about it. Of course, the focus has to be kept as well as it has to be maintained all the time. The company tries to leave as small footprint after themselves as possible. Social responsibility is the aspect that BE puts most of the attention at the moment. The manager seeks to focus more on social aspects by bringing up the local history, local stories and involving local people into production process. For instance, the

company combines traditional and natural aspects of the place and produces the idea by using local services. All the major CSR responsibilities are connected and run within the circle, it cannot be separated and the contribution to it can be done in various ways. The manager of the case company believes that if everything works well and there is a story behind the products and services, this is the way to get customers back again.

The relationship with the stakeholders, in this case the customers, is decisive in the service providing company. The company aims to establish personal contact and keep deep connection with its clients. The biggest opportunity to get involved more with the customers appears during the consumption process of the services. Then there is a moment to show to the clients all the values the company is concerned about. Also BE aims to involve the customers into the development process and marketing, especially when a new product or place is to be launched. Therefore, the manager believes that having responsibility as well as having the feeling that somebody trust you, belonging to the team, sharing the team value, being a part of the team and sharing one vision are the values that directs the communication between the company and its clients. In addition, every business should be done in an ethical way in order to keep a good customer relationship and in that way be a good corporate citizen. Ethical issues occur in every day operations in managing the company and dealing with the customers. BE seeks to promote good and moral living as well as base their perception of ethics according to the morals and social values of the society. The workers of BE are directed to maintain ethical practices towards their customers because the company aims to get the respect and confidence back. Practicing good corporate citizenship starts by being a good citizen in a community and the moral norms should be practiced in every person's daily lives. Ethical and philanthropic responsibilities are of course based on legal regulations as well as go beyond them and are done by free will.

The following is the list of the values that have been discovered through the interview with the manager of BE: safety, local production and consumption,

ecological production, the product and service consumption in a sustainable way, originality and innovation of the products and services, service quality, the quality of the products and services meet the price, easy availability of the products and services, history and its preservation, culture and its preservation, traditions and its preservation, nature and its preservation, concern of the society, the preservation of Finnish culture and customs in a long-term perspective, having fun while consuming the products and services, well managed communication with the stakeholders- customers, customers' involvement in the development process, ethical behaviour, moral behaviour, belongingness to the team.

6.4 BE Values in Schwartz Motivational Value Theory

As the next step to base the research on corporate social responsibility and the values in corporate environment and communication between the case company and its customers, the author combined the values taken from BE's webpage and the values discovered through the interview. Based on the thorough analysis on Schwartz Motivational Value Theory, Botnia Events values were integrated into comprehensive set of ten different motivational types of values.

The following is the list of ten distinctive universal values and under each of them there are the values of the case company.

1) Self-direction

- Originality and innovation of the products and services

2) Stimulation

- Differentiation of the products and services
- Uniqueness of the products and services
- Authenticity of the products and services
- Adventure gained through the product and service consumption
- Experience gained through the product and service consumption

3) Hedonism

- Having fun while consuming the products and services

4) *Achievement*

- Service quality
- The quality of the products and services meet the price
- Availability and accessibility

5) **Power**

6) *Security*

- Safety
- Belongingness to the team

7) *Conformity*

- Well managed communication with the stakeholders- customers
- Customers' involvement in the development process
- Ethical behaviour
- Moral behaviour

8) *Tradition*

- Local production and consumption
- History and its preservation
- Culture and its preservation
- Traditions and its preservation
- The preservation of Finnish culture and customs in a long-term perspective

9) *Benevolence*

- Concern of the society

10) *Universalism*

- Ecological production
- The product and service consumption in a sustainable way
- Nature and its preservation

As it can be seen from the list, the fifth motivational value of Power does not consist of any values belonging to the case company. Some of the reasons for this

fact states that the value of power generates from the prestige and social status as well as it shows the ability to control others which is obviously not relevant to the case study. In the further analyses this universal value of power is not going to be used.

6.5 Relationship between Botnia Events and Schwartz Values

This work relates BE's values to Schwartz values and incorporate them into ten motivational universal values which are characterizing and describing central motivational goals. The table demonstrates Schwartz and BE values correlations and associations.

Table 6. Schwartz Motivational Types of Values in Connection with Botnia Events Values

TYPE OF VALUE	EXAMPLES OF VALUES	BE VALUES
1. SELF-DIRECTION	Independent thought and action-choosing, creating, exploring	<ul style="list-style-type: none"> • Originality and innovation of the products and services
2. STIMULATION	Excitement, novelty, and challenge in life	<ul style="list-style-type: none"> • Differentiation of the products and services • Uniqueness of the products and services • Authenticity of the products and services • Adventure gained through the product and service consumption • Experience gained through the product and service consumption
3. HEDONISM	Pleasure and sensuous gratification for oneself	<ul style="list-style-type: none"> • Having fun while consuming the products and services
4. ACHIEVEMENT	Personal success through demonstrating competence according to social standards	<ul style="list-style-type: none"> • Service quality • The quality of the products and services meet the price • Availability and accessibility

5. POWER	Social status and prestige, control or dominance over people and resources.	-----
6. SECURITY	Safety, harmony and stability of society, of relationships, and of self	<ul style="list-style-type: none"> • Safety • Belongingness to the team
7. CONFORMITY	Restrain of actions, inclinations, and impulses likely to upset or harm others and violate social expectations or norms	<ul style="list-style-type: none"> • Well managed communication with the stakeholders-customers • Customers' involvement in the development process • Ethical behaviour • Moral behaviour
8. TRADITION	Respect, commitment and acceptance of the customs and ideas that traditional culture or religion provide the self	<ul style="list-style-type: none"> • Local production and consumption • History and its preservation • Culture and its preservation • Traditions and its preservation • The preservation of Finnish culture and customs in a long-term perspective
9. BENEVOLENCE	Preservation and enhancement of the welfare of people with whom one is in frequent personal contact	<ul style="list-style-type: none"> • Concern of the society
10. UNIVERSALISM	Understanding, appreciation, tolerance and protection for the welfare of all people and for nature	<ul style="list-style-type: none"> • Ecological production • The product and service consumption in a sustainable way • Nature and its preservation

Botnia Events value of originality and innovation of their products and services belongs to the self-direction motivational value since it represents creativity and modernism of products during their production. The company chooses independent actions in creating new concepts and ideas for the packages. Under the motivational value of stimulation BE values such as differentiation,

uniqueness, authenticity, adventure of the products and services as well as experience gained through the product and service consumption is measured. These items belong to the stimulation central goal because they typify excitement, varying and exciting outcomes of BE products and services. Hedonism is connected to intensive enjoyment and pleasure in everything persons do in their lives. This is the reason why having fun while consuming products and services is identifying hedonism. Service quality, pricing level and availability and accessibility of all-inclusive packages correlates with achievement since these values describe the indexes of personal success, and realization and attainment of desired things.

The fifth motivational value of power does not correlate with any of Botnia Events values and this type of value is totally skipped when actual research is implemented.

Security represents harmonic relations and safety in life which generalizes the case company's values of safety and belongingness to the team. Well-managed communication with customers, their involvement in development process as well as ethical and moral behaviour belong to conformity index. It is because these characterize ones willingness to follow the rules, behave properly and direct and control the relations in a way it would not upset others. The value type of tradition measures the single values of aspects of life that are based on culture and tradition and which make individuals to respect and commit. No doubt, local production and consumption, preservation of history, culture and traditions fit in central goal of tradition value. The value type of benevolence covers the importance of helping other people within the society and enhancement of their well-being which leads placing BE value of the concern of the society under this value type. The last motivational universal value is universalism and incorporates such Botnia Events values as ecological production, sustainability and preservation of nature because these put the focus on appreciation and protection of nature as well as people.

PART III

*ANALYSIS OF GATHERED DATA
AND
INTERPRETATION OF RESULTS*

7 MEASURES AND RESULTS

This research reports a study on the corporate and individual values of the customers of the case company. It also examines the relationship among the values of the company and the customers. The data facilitating this analysis was collected during spring 2010. The values related to work and personal life were represented by 51 female and 16 males (N=67). Most of them (40.3%) were among the age group ranging from 41 to 50, 56.7% of the respondents were married and 51 persons of 67 had matriculation examination as the highest education. The majority of the respondents had positions in administration and management professions.

After the data collection, the variables were prepared for further analysis by transporting them to SPSS and applying the recoding function. Then the items (questions 2-23) were computed into the value types and the negative statements (questions 7, 8 and 9) were computed to the positive ones. The first step to perform an actual analysis was to examine the descriptive statistics which were useful in indicated the ratings on the items or value types. In order to see how well the items work together and if the measure of a particular value is trustworthy, an internal consistency analysis by using Cronbach's alpha was performed. The study was followed by a linear regression analysis which helped describe the nature of the relationship between two or more variables. To obtain regression its functions of R-square, explaining the variance between dependent and independent variable, Sig., showing the significant differences, and Beta of standardized coefficients, were used.

7.1 Interpretation of Case Company's Performance

The first part of the questionnaire was measuring corporate (work-related) values. The respondents were asked to think about the case company as a product and service provider and company's performance while answering the questions. Totally this part of the survey had nine statements reflecting the value types and

one open question where respondents could freely express their values on the case company.

The first nine items of the questionnaire were expressing nine value types which were relevant to the case study. The first question disguised the value type of achievement, the second one – security, the third one – conformity, the fourth item – tradition, the fifth – benevolence, the sixth – universalism, the seventh – self-direction, the eight – stimulation, and the last one was defining the value type of hedonism.

These nine questions had answering options on a five-level Likert scale; 1 representing *strongly disagree*, 2=*disagree*, 3=*neither disagree nor agree*, 4=*agree*, 5=*strongly agree*. The first six statements had positive constructs and the three last ones were constructed negatively in an attempt to reduce respondents' willingness to blindly tick one answer category throughout the whole survey. In further analyses the negative answering options were transformed into the positive ones in order to compute this part of the questionnaire as a whole.

Table 7. Descriptive Indications for Value Types

Representative Items	Mean	Median	Mode	S.D.
<i>Que 1 Quality</i>	4.52	5.00	5.00	0.53
<i>Que 2 Safety</i>	4.33	4.00	4.00	0.61
<i>Que 3 Ethics</i>	4.12	4.00	4.00	0.77
<i>Que 4 Traditions</i>	4.42	4.00	5.00	063
<i>Que 5 Loyalty</i>	4.21	4.00	4.00	0.64
<i>Que 6 Sustainability</i>	3.99	4.00	4.00	0.90
<i>Que 7 Creativity</i>	4.12	4.00	4.00	0.83
<i>Que 8 Adventure</i>	4.19	4.00	4.00	0.78
<i>Que 9 Fun</i>	4.49	4.00	4.00	0.68

The table above shows the general ratings and level of customer satisfaction in the case company. It indicates that there are no very high or very low means in comparison with all the set of the items. Also there cannot be found large differences among the means, medians and modes of the statements. This signals rather positive outcomes since the answering options have quite high averages, the exact middle of the answers mostly were represented by the *agree* option as well as the most frequently used alternative to answer the questions was the *agree* option. Therefore, the standard deviations of the statements are not very large, leading to fairly similar and moderate opinions of the respondents.

The highest ratings can be noticed among the first item dealing with the quality of the products and services. It received high mean (4.52), median (5.00), and mode (5.00) which show high customer satisfaction on the quality of the products and services. Standard deviation (0.53) is quite scant leading to high agreement on the statement among the respondents. The greatest S.D. (0.90) belongs to the sixth item representing the preservation of the environment and the nature. Here the statement received more extreme opinions than other questions which indicate that some respondents are rather satisfied by the company's performance on this matter and vice versa. The mean of the item (3.99) from all the other items is the closest one to the midpoint of the scale. Though the mean and S.D. are the greatest in this statement, median and mode are rather high leading to *agree* opinions. The *strongly agree* option was mostly used for the first question and the fourth question focusing on local traditions and history. This statement indicates high ratings since the mean (4.42), median (4.00) and mode (5.00) obtained good scores and the deviation is small showing quite similar respondents opinions on being satisfied on the company's behaviour towards the local traditions, culture and history.

Based on the opinions of the case company's customers, generally good feedback was received. The case company is doing quite well in producing and delivering quality products and services. Also the company is good in bringing up and incorporating local traditions into their products and services as well as pleasing

their customers by providing much fun during the consumption process. In a comparison with all the statements, slightly lower outcomes came from the items which focused on the case company's creativity and originality and the company's involvement in showing good example as an ethical enterprise. Nonetheless, the answering opinions received small agreements among the respondents which do not make the results of the items to be absolutely certain, and also the respondents mostly *agreed* with the statements.

Considering the rankings of the means for each item which represents single value type, can assess the average value hierarchy based on the respondents opinions. Achievement value was most important on average, hedonism second, and tradition third, followed by security, benevolence, stimulation, conformity, self-direction, and universalism ranked least. These rankings reflect the values which describes the case company in the eyes of their customers. The average value hierarchy represents achievement as the most important value, meaning the company is good in showing their competence through successful work. Also the company is good in pleasing the clients and respecting the customs. A bit smaller ratings are among the values on company's creativity and the moral behaviour, and appreciation and tolerance for the welfare of all people and nature, which are consistently last.

The tenth statement of the questionnaire was dealing with freely expressed opinions on the case company's performance. Both positive and negative statements articulating customers' views (see attachment 5) have been obtained. The opinions reflect the answers of a single respondent. Most of the statements, for instance those concerning quality or security, meet the values of the case company and the values they aim to achieve. It is interesting and beneficial to see single value items the respondents freely chose to answer. It shows that most of them correspond with the values case company possesses and wants to incorporate into the product and service making process. Despite this, it is not reliable to analyze single statements as the wholeness since it would not lead to justified results.

Further analysis is conducted to discover the personal values of the case company's customers.

7.2 Interpretation of Consumer Values

The second part of the questionnaire had 23 items. The purpose of the first statement was to measure general opinions on corporate social responsibility and general attitudes concerning responsibility. The remaining questions were disguising universal value types. While answering these questions the respondents were asked to think about their personal lives and their personal values. The second question represented the value type of self-direction; three following questions represented stimulation value, and one item expressed hedonism, two items each reflected achievement and security value types, five statements – conformity, four – tradition, and two questions for the values of benevolence and universalism were constructed. The amount of the questions made for the each value type depended on their importance to the case company.

The first question had four answering options; option 1 *indicating at least once a week*, 2 – *couple of times a month*, 3 – *once during the latest month*, 4 – *not at all*. Other questions had an answering options on a five-level Likert scale; 1 representing *strongly disagree*, 2=*disagree*, 3=*neither disagree nor agree*, 4=*agree*, 5=*strongly agree*.

The table below indicates common opinions of the respondents on CSR issue.

Table 8. Descriptive Indications for CSR Items

Corporate Social Responsibility	Mean	S.D.
<i>Chosen a sustainable way of travelling</i>	1.85	1.09
<i>Reduction in disposable items, water and energy consumption</i>	1.27	0.59
<i>Chosen locally produced products or groceries</i>	1.42	0.65
<i>Chosen ecologically produced products or groceries</i>	1.85	0.87

Choosing ecologically produced products and groceries is at the high level; the mean of the item is 1.85 and the standard deviation is small (0.87), explaining high ratings on the item and high agreements among the respondents. The customers of the case company contribute to CSR quite much by buying ecological foodstuff. The reduction of daily consumable items received lowest ratings (mean 1.27) and the opinions of the respondents were rather similar and agreeable since the standard deviation (0.59) is low. Commonly the respondents' attitudes towards CSR are quite high and most of them use CSR practices weekly or at least couple of times a month.

Hence, it is relevant to evaluate the extent to which each of the indexes measure one dimension that underlines all of its items. The reliability analysis was performed in order to measure internal consistency of the statements in a scale.

Table 9. Internal Consistency of Value Types

VALUE TYPE	CRONBACH'S ALPHA
<i>SELF-DIRECTION</i>	-----
<i>STIMULATION</i>	.50
<i>HEDONISM</i>	-----
<i>ACHIEVEMENT</i>	.70
<i>POWER</i>	(Not analysed)
<i>SECURITY</i>	.43
<i>CONFORMITY</i>	.55
<i>TRADITION</i>	.39
<i>BENEVOLENCE</i>	.54
<i>UNIVERSALISM</i>	.53

The internal reliabilities of self-direction, hedonism and power were not measured in this analysis. Self-direction and hedonism value items were represented only by one question each and Cronbach's alpha cannot be performed only for one item because it cannot be compared to anything else. The value type of power was not included in the analysis of this study since it did not correspond to the values of the case company. The highest consistency can be seen within the value type of achievement reflecting adequate item's workability (0.70 is a desired internal consistency to be accepted). The internal consistency of several statement indexes are relatively low since some of the items were measured only by two statements and it is impossible to get high alphas. Very low reliability is found among tradition (.39) and security (.43) value types. Cronbach's alpha is able to show how closely related a set of items are as a group. In this study alpha was used with other statistical measures and the small amount of statements which were used to measure the value types and their heterogeneity are considered. Low alpha does not imply that the measure is multi-dimensional and Cronbach's alpha is not statistical technique to measure coefficient of reliability. The internal consistency of the items can be claimed to be reliable since those items were based on European Social Survey which is designed to fit across the nations and be

employed universal.

Another table indicates the value types of their importance to the respondents. People tend to differ in the way they use the response scale of the statements representing value items; some of them tend to concentrate their answers on one side of the scale and others tend to spread their responses across the whole scale. It would be wrong to ignore this tendency since the interest is to measure the relative importance of all the values and their priorities. In order to make more accurate measurement of the theoretical dimension represented by single items in the questionnaire, the indexes of value types were built; representing the value type they were measuring.

Table 10. Descriptive Indications for Value Systems

Value Systems	Mean	S.D.
<i>CONSERVATION</i>	3.75	0.61
<i>-Conformity</i>	3.90	0.49
<i>-Tradition</i>	3.28	0.64
<i>-Security</i>	4.07	0.71
<i>OPENNESS TO CHANGE</i>	3.95	0.70
<i>-Self-Direction</i>	4.00	0.80
<i>-Stimulation</i>	3.89	0.59
<i>OPENNES TO CHANGE AND SELF-ENHANCEMENT</i>	4.16	0.64
<i>-Hedonism</i>		
<i>SELF-ENHANCEMENT</i>	3.60	0.93
<i>-Achievement</i>		
<i>SELF-TRANSCENDENCE</i>	4.17	0.59
<i>-Universalism</i>	4.28	0.64
<i>-Benevolence</i>	4.05	0.54

The greatest agreement on the value system (deviation 0.59) and the highest

ratings (mean 4.17) can be seen among the value system of self-transcendence. The customers have high ratings on universalism and benevolence values meaning their bigger criticism on the case company's environmental performance. The least rankings were received for self-enhancement with the mean of 3.60 indicating low scoring and deviation of 0.93 indicating large differences on the opinions of the respondents. Some of the customers of the case company valuing quality products and competent services quite much meanwhile some of them do not prioritise it to be very valuable.

7.3 Relationship between the Variables and the Values

A regression analysis was performed to examine the value among one predicted variable giving the values of the others. This regression analysis is proficient to yield an equation that expresses the relationship. The values of the coefficient of determination (R square = R²), standard coefficients of Beta (β) and statistical significance of our components (Sig.) were referred in this analysis.

Table 11. Coefficients of Values and their Variance

Model	R square	Beta	Sig.
<i>Achievement</i>	0.001	-0.035	0.776
<i>Security</i>	0.007	0.082	0.508
<i>Conformity</i>	0.075	0.275	0.025
<i>Tradition</i>	0.105	0.325	0.007
<i>Benevolence</i>	0.076	0.276	0.024
<i>Universalism</i>	0.048	0.218	0.076
<i>Self-direction</i>	0.001	-0.023	0.853
<i>Stimulation</i>	0.061	0.247	0.044
<i>Hedonism</i>	0.014	-0.118	0.341

R square is the proportion of variance in the dependent variable (quality) which can be explained by the independent variables (achievement value type). In this case R² is only 0.1%, telling that achievement value type can explain only 0.1% of Botnia Events quality value. Beta values are the standardized coefficients. They are able to give the size and the direction of the effect. The most important thing is

the direction since it can show whether the effect is positive or negative. In this case Beta is -0.035 giving the negative effect leading to low scores on quality. Also it goes in hand that larger Betas associate with lower p-values. P-values used in testing whether a given coefficient is significantly different from zero and as a standard significance level of alpha is 0.05. The coefficient for achievement (0.776) does not have statistically significant difference from 0 because its p-value is much larger than 0.05. It was assumed that achievement has positive effect on ratings on quality. It is concluded that the quality ratings cannot be explained very much by personal values since R² is 0.1%. Significance value (Sig.) tells that there is no linkage between quality and achievement, since the coefficient is bigger than p-value leading to no relationship among them. What it is interesting here that the higher respondents rated themselves on achievement value type, the lower scores they gave on quality.

The significance also failed to be proved in the cases of security, universalism, self-direction and hedonism leading to the negative outcomes of the predictions. Meanwhile, the significance was found among conformity, tradition, benevolence and stimulation values.

R square in the case of conformity value type and Botnia Events' values of morality and ethical behavior is 7.5%. It explains that conformity can describe 7.5% of the case company's values. Beta is 0.275 giving a positive effect leading to high scores on ethical behavior. The coefficient for conformity (0.025) has statistically significant difference from 0 because its p-value is much smaller than 0.05. It was assumed that conformity has a positive effect on ratings on morality. It concluded that ratings on ethics and morality can be explained by personal values since R² is 7.5%. Significance value (Sig.) tells that there is a relation between ethics and conformity, since the coefficient is smaller than the p-value leading a relationship between them.

Personal values on history and culture preservation explain 10.5% of value type of tradition. The direction of the effect (0.276) is positive and statistically there is a

linkage between cultural values and value type of tradition since significant difference (0.007) is found. When talking about case company's value to concern about the society and benevolence, it was predicted positive relationship. The positive effect can be confirmed because individual variables can explain 7.6% of benevolence value type, significance value of 0.024 leads to a relationship, and the effect ($\beta=0.276$) is positive. Also predicted relationship among stimulation and case company's values was found. High scores on stimulation gave the higher scores on authentic and unique products ($\beta=0.247$). A statistically significant difference (0.044) was found concluding that stimulation really affects the ratings on uniqueness, and the positive effect ($R^2=6.1\%$) on those ratings is confirmed.

Generally it seems that the value types of stimulation, conformity, tradition and benevolence were significant. In comparison of those, tradition value type operated best in describing variations among independent and dependent variables. Though the values of the coefficient of determination were rather low but the significant positive impact was found in previously mentioned value types. The value types of self-direction, hedonism, achievement, security and universalism did not have a significant relationship, and the predictions concerning these value types were not supported. It is important to note that though determinations based on respondents' values were quite low, there are more imperative things influencing the ratings on the case company's ratings. Other factors, together with customer values, give an impact on the ratings; however those were not measured in this study.

7.3.1 Relationship between Predicted and Empirically Found Values

Regarding the results analysed in the previous paragraph on the relationship between the variables and the values, the following conclusions in the table below were drawn. It is important to note that this table is an outcome of statistically analysed significance of a sample population. The results particularly represent the opinions of the respondents of the survey and they do not reflect the opinions of all the customers of the case company.

Table 12. Matrix of Predicted and Empirically Found Relationship

SCHWARTZ VALUES	BOTNIA EVENTS VALUES	TYPE OF PREDICTION	EMPIRICALLY FOUND PREDICTION
Self-Direction	Originality	+ Positive	- Negative
Stimulation	<i>Differentiation Uniqueness Authenticity Adventure</i>	+ <i>Positive</i>	+ <i>Positive</i>
Hedonism	Fun	+ Positive	- Negative
Achievement	Quality Price level Availability Accessibility	+ Positive	- Negative
Security	Safety Belongingness to the team	+ Positive	- Negative
Conformity	<i>Communication Involvement Ethics Morality</i>	+ <i>Positive</i>	+ <i>Positive</i>
Tradition	<i>Locality Culture History</i>	+ <i>Positive</i>	+ <i>Positive</i>
Benevolence	<i>Concern of the society</i>	+ <i>Positive</i>	+ <i>Positive</i>
Universalism	Eco products Sustainability Preservation	+ Positive	- Negative
TOTAL	9 POSITIVE PREDICTIONS		5 Negative 4 Positive

Based on the analysis out of nine positive predictions four of those were confirmed, and five negative were found. The best to correspond are the value types of stimulation and Botnia Events values of differentiation, uniqueness and authenticity of the products and services, and adventure and experience gained through the product and service consumption. Also the correlation was found

among conformity and well managed communication with the customers, development process, ethical and moral behaviour. Thus the linkage between tradition and local production and consumption, history, culture, traditions and preservation of those as well as the preservation of Finnish culture and the customs in a long-term perspective were confirmed. The fourth statement to be affirmed was the relationship between benevolence and concern of the society. The rest of the predictions were denied concluding that the case company should consider some future improvements of those in order to display the desired values on their performance.

7.4 Importance of Socio-demographics in determining the Values

A multiple regression analysis was performed in order to describe the changes in the dependent variables which are the value types defined by Schwartz. These value types were associated with the changes in independent variables. Independent variables in this case are the individual values corresponding with the value type analysed and the socio-demographics such as gender, age, marital status, education and mother tongue. The multiple regression analysis reveals the relationship between the value type and personal values as well as demographic features of the respondents. The ratings on the value type vary directly with changes in respondents' characteristics. Thus, multiple regressions help to identify the best prospects to be targeted by the case company.

In this case the coefficients of determination (R^2) were studied to see how much variable improves and to see the total capacity of explaining the variance of the dependent variable.

Table 13. Values Determined by Socio-demographics

Model	R square (1)	R square (2)	Size of improvement (%)
<i>Achievement</i>	0.001	0.185	18.4
<i>Security</i>	0.007	0.019	1.2
<i>Conformity</i>	0.075	0.162	8.7
<i>Tradition</i>	0.105	0.263	15.8
<i>Benevolence</i>	0.076	0.115	3.9
<i>Universalism</i>	0.048	0.126	7.8
<i>Self-direction</i>	0.001	0.242	24.1
<i>Stimulation</i>	0.061	0.242	18.1
<i>Hedonism</i>	0.014	0.171	15.7

The first R square shows the number received from the first regression analysis (see table 11) and this describes how much the value type can explain the values of the case company. As it can be seen, the levels of the variations in the value type ratings could not be explained very much by personal respondents' values. R2 was done to check if socio-demographic factors together with the value in question can make a significant difference. The studied numbers in the table above determines that personal background variables are rather important in determining the value types. Besides the customer individual values their socio-demographic characteristics give a big influence on the case company's ratings. These characteristics together with the value type can explain much more of the variable than the single value type. Especially in the value types of achievement, tradition, self-direction, stimulation and hedonism it increased extensively leading to the importance of demographics when determining value preferences. Personal backgrounds of the respondents are very important to consider since this would help the case company target their customer segments better.

8 ESSENTIAL FINDINGS

The focus of the study has been on two main things. First to measure work related values of the respondents and how those reflect the general notion on the case company's performance from the corporate social responsibility point of view. Also to see general customer satisfaction based on the value rankings. Secondly, it was interesting to find out individual values of the customers and witness either positive or negative correlations towards case company's values. Therefore, to discover the level of importance of the value types and estimate the general awareness of CSR issues among the customers.

The customers of Botnia Events have rather high satisfaction on the company's performance and they are satisfied with their products and services. Mostly customers value company's capability to provide quality products and competent services. Thus, the clients admire the company's respect for traditions and traditional culture, and also they are pleased with Botnia Events ability to provide much fun and excitement during the service consumption. Hence, they appreciate the safety and security issues thought of by the company during the events. The customers also notice honesty and loyalty while doing business. In comparison with all ratings on satisfaction, there is a lower contentment on the socially expected behaviour, creativity in all-inclusive package planning, and protection of the environment.

There is evidence that corporate social responsibility is realized among the customers of the case company and they are aware of these matters. This means that corporate communication practices in the company's daily operations would contribute to realizing the corporate goals and corporate relationship. The customers of the case company entail high concern for enhancement of others and transcendence of selfish interests. They accept others as equals, tend to concern their welfare and do not pursue social superiority. Besides, the customers possess the attributes of self-centeredness obliging pleasant arousals during the product

and service consumption process. Hence, the clients value independent thought and the existence of diversity of the products versus submissive self-restriction.

Based on the predictions in the beginning of this work, the case company correlated positively to nine universal values which in this case were associated with corporate social responsibility. In the correlation analysis of the case company's and their customers' values four positive and five negative relations were found. The greatest relationship was discovered among the value type of stimulation and Botnia Events' values belonging to this type. The customers had the largest tendency to correlate with this statement. Also relationships were found among conformity and well managed communication with the customers, tradition and preservation of culture, and benevolence and the concern of the society. It leads to Botnia Events and their customers valuing differentiation, uniqueness, authenticity and adventure gained through the products and services. Also they both appreciate well managed communication, ethical and moral behaviour, preservation of local culture and history as well as concerning the issues related to the society's well being. The gap among five types of values that Botnia Events desires to show to their customers was found. Five gaping relationships were found among self-direction, hedonism, achievement, security and universalism. The customers do not acquire the same values of originality, fun, quality, availability, safety and sustainability.

Thereby, not only customers' individual values are influencing motives in rating the certain values. The analysis has shown that socio-demographic factors contribute a lot in scoring on the value importance or their relationship. Concentration on personal characteristics would enhance the understanding of the value preferences.

8.1 Concluding Statements

Corporate social responsibility is a worldwide known topic and its nature of economical, environmental and social challenges has changed considerably during

the recent decades adding ethical and philanthropic responsibilities. All over the world both smaller and larger companies are actively developing strategies, policies and reporting frameworks for CSR development. Also Finnish companies consider the importance of sustainability and contributing to its realization by practicing the main aspects on the responsibilities. Therefore, CSR concept goes beyond benevolence and embodies philanthropic activities. Conversely in understanding philosophical perspective of CSR, values that guide human actions have to be realized.

In order to work with the bundle of the values it is beneficial to employ Schwartz Value Theory. It allows concluding all core values recognized among the cultures and it helps to identify all motivational distinct values that motivate the respondents of the survey. The research confirmed that the values related to corporate social responsibility are important in business environment and they are praiseworthy when receiving services. The study has shown that understanding values, human beings possess, can contribute in understanding the actions people take to achieve various goals. Also the realization of values helps to deal with interpersonal cooperation while doing business.

The necessary conclusions, especially for the management, state that generally customers of the case company have high ratings on their performance as well as they are aware of corporate social responsibility. When considering the relationship between the company's and their customers' values, the founded results are not so satisfying; only ~44% satisfies the desired values.

In a consequence of the research, the items customers are actually valuing, were found. Also the values that the customers appreciate and looking for were discovered. The case company can follow these guidelines in their daily operations when targeting the services to the customers since now it is evident what the clients are looking for. Therefore, the importance of socio-demographic characteristics was stated and it shows that these can also help the case company to target their customer segments better. Generally, integration of values

appreciated by the customers and practices of CSR would contribute to higher customer satisfaction as well as would increase the company's image.

The central avowal of all this study states that values influence most if not all our motivated behaviours and drive our most important beliefs. When we think about our values, we think of what is important to us in our lives. If the companies thought about their customer values and their values in life, successful business practices would be implemented.

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APPENDIX 1

Interview Questions to the Manager of Botnia Events on CSR and the Values

1. Botnia Events is planning and carrying out conferences, activities and experiences packages mainly to the corporate customers. What are the main values company is aiming to incorporate into their products and services and their production?

-Is there a difference between the values whether they are displayed in the activities and programs or conference and meeting packages?

2. When it comes in choosing the place of product and service consumption, based on which values company chooses the place?

-What are the reasons making those values more important?

3. What values company seeks to display in its company's image perception?

- Is there a difference between the values company creates either to corporate or public groups? Do you create different company image to different type of customers?

4. Corporate social responsibility holds three major points: environmental, economical, and social responsibilities. Which of them company sees as the most relative to their organisation?

-How generally does the company perceive environment, what are the main environmental concerns?

-How generally does the company perceive economics and economical situation of their own company?

- How generally does the company perceive social environment, how do the company considers the interest of the society?

-How does the company contribute to these points?

5. CSR shows how the companies consider the interest of the society by taking responsibility for the impact of their activities on different stakeholders. By which meanings the company is taking responsibility when it comes to the relations between:

1. Owner and employees

2. Company and customers


3. Company and CSR (responsible towards environment, economics, society)

6. Values have an important role in directing human actions, what are the values that direct the work of company's employees? How the manager is directed by the values that generates from CSR point of view?

7. How Botnia Events perceive ethical (be ethical) and philanthropic (be a good corporate citizen) responsibilities, what do the company value about these concept.

APPENDIX 2

QUESTIONNAIRE

 **Questions Part 1:** (*while answering these questions please think about Botnia Events as product and service provider and company's performance*)

ANSWERING OPTIONS (*The format of a typical five-level Likert scale*)

Strongly Disagree/Disagree/Neither Disagree nor Agree/Agree/Strongly Agree

1. Botnia Events wants to show to the customers their abilities by producing and delivering quality products and services.
2. I feel safe while participating in the events. I think Botnia Events avoids things that might endanger our safety.
3. Botnia Events behaves properly, morally and ethically, towards the society and customers. The company tries to involve and show good example to its customers.
4. Botnia Events tries to follow the customs handed down by the local traditions and history, the company brings up the traditions through their products and services.
5. I believe Botnia Events is loyal to its customers and company wants to devote their work to the clients.
6. I feel Botnia Events looks after the environment and preservation of nature.
7. I do not think Botnia Events is creative company providing original and innovative products and services.
8. I do not think Botnia Events brings up excitement and adventure into their all-inclusive packages.
9. I do not believe Botnia Events aims to provide its customers with as much fun as possible. They do not want to please their customers.
10. (Open question) Please write any additional comments on Botnia Events customer service or what do you value about the company.

Questions Part 2: (*while answering these questions please think about your personal life and personal values*)

ANSWERING OPTIONS (*The format of a typical five-level Likert scale*)

At least once a week/couple of times a month/once during the latest one/not at all

1. How many times have you done the following during the past month?

- a) Chosen a sustainable way of travelling (by foot, bicycle, public transport)
- b) Reduction in disposable items, water and energy consumption (for instance plastic shopping bags, not leaving appliances on stand-by, using energy saving light bulbs, not leaving water running, etc.)
- c) Chosen locally produced products or groceries
- d) Chosen ecologically produced products or groceries

ANSWERING OPTIONS (*The format of a typical five-level Likert scale*)

Strongly Disagree/Disagree/Neither Disagree nor Agree/Agree/Strongly Agree

2. Thinking up of new ideas and being creative and innovative is important to you. You like to do things in your own original way and be exploring.

3. You like surprises and you try to look for excitement even during your working time.

4. It is important to experience products and services which are unique and authentic.

5. You like to receive new experiences and adventures while consuming products and services.

6. You seek every chance you can to have fun. It is important to you to do things that give you pleasure.

7. It is important to you to show your abilities. You want to be successful, admired and rewarded for the things you do.

8. Being successful in receiving desired things is important.
9. It is important to you to live in secure surroundings. You try to avoid everything that can endanger your (your family's) safety.
10. It is important to you that your company ensures your safety. You want to be guaranteed about all your benefits.
11. You want to understand other people, even if you disagree with them. It is important to you to listen people who are different from you.
12. You like to be involved in group activities and team work.
13. It is important to have good relationships with your colleagues and be disciplined within the society.
14. It is important to follow the norms of the society.
15. It is important to you to always behave properly. You want to avoid doing anything others would think is wrong.
16. It is important to you to be humble and modest.
17. Respect, commitment and acceptance of the customs are one of the main principles in your life.
18. Keeping on traditional culture or religion and respecting it is important to you.
19. You do accept proportional life. You do not like to draw attention to yourself.
20. It is very important to you to help people who surround you. You seek to take care of their well-being.
21. You strongly believe in forgiveness, loyalty and true friendship.
22. You do strongly believe that everybody should take care of the nature and all the people. It is important to appreciate the environment and the society.
23. It is important that every person in the world would be treated equally, everybody should have equal opportunities.

Questions Part 3: *(Select one option for each answer)*

Gender (Female or Male)

Age (Less than 30, 31-40, 41-50, 51 and more)

Marital Status (Married, Single, Living with spouse, Divorced, Widow)

Education (Matriculation examination, Bachelor degree, Master's degree, Doctorate degree)

Mother tongue (Finnish, Swedish, Other)

(Open question) Position in the organization

APPENDIX 3

KYSELY

Kysymykset Osa 1: (Seuraaviin kysymyksiin vastatessanne, mieli Botnia Eventsiä palveluntarjoajana, sekä yrityksen suorituskykyä)

VASTAUSVAIHTOEHTOA (Muoto tyypillisen viisiportaisella Likert-asteikkoa)

Täysin eri mieltä/Eri mieltä/En osaa sanoa/Samaa mieltä/Täysin samaa mieltä

1. Botnia Events haluaa tuottaa ja toimittaa laadukkaita tuotteita ja palveluja.
2. Tunnen olevani turvassa tapahtumissa. Uskon, että Botnia Events välttää asioita, jotka saattavat vaarantaa turvallisuuteni.
3. Botnia Events toimii oikein, moraalisesti ja eettisesti, suhteessa asiakkaisiin ja yhteiskuntaan. Yritys pyrkii näyttämään hyvää esimerkkiä asiakkailleen.
4. Botnia Events pyrkii seuraamaan paikallisia perinteitä ja historiaa; yritys avaa perinteitä tuotteidensa ja palveluidensa kautta.
5. Uskon, että Botnia Events on lojaali kanta-asiakkailleen.
6. Mielestäni Botnia Events huolehtii ympäristöstä ja luonnon säilymisestä.
7. Mielestäni Botnia Events ei ole luova yritys, joka tarjoaa omaperäisiä ja innovatiivisia tuotteita ja palveluja
8. En usko, että Botnia Events tuo jännitystä ja seikkailua osaksi kokonaispakettejaan.
9. En usko, että Botnia Eventsin tavoitteena on tarjota asiakkailleen mahdollisimman hauskoja elämyksiä.
10. (Avoin kysymys) Ole hyvä ja kirjoita muita kommentteja liittyen Botnia Eventsin asiakaspalveluun tai siihen, mitä arvostat yrityksessä.

Kysymykset Osa 2: (Vastatessanne seuraaviin kysymyksen, mieti omaa elämäännne ja henkilökohtaisia arvojanne)

VASTAUSVAIHTOEHTOA (Muoto tyypillisen viisiportaisella Likert-asteikkoa)

Vähintään kerran viikossa/Pari kertaa kuukauden aikana/kerran/ei lainkaan

1. Montako kertaa olette viimeisen kuukauden aikana tehneet seuraavia?
 - a) Valinnut kestävän tavan matkustaa (jalkaisin, polkupyörä, julkinenliikenne).
 - b) Vähentänyt kertakäyttötuotteiden, veden ja energian kulutusta (esim.muoviset ostokassit, sammuttanut sähkölaitteet kokonaan, käyttänyt energiaa säästäviä lampuja, ei jättänyt vettä valumaan, jne.).
 - c) Valinnut paikallisesti tuotettuja tuotteita tai elintarvikkeita.
 - d) Valittu ekologisesti tuotettuja tuotteita tai elintarvikkeet.

VASTAUSVAIHTOEHTOA (Muoto tyypillisen viisiportaisella Likert-asteikkoa)

Täysin eri mieltä/Eri mieltä/En osaa sanoa/Samaa mieltä/Täysin samaa mieltä

2. Uusien ideoiden keksiminen, luovuus ja innovatiivisuus ovat sinulle tärkeitä. Haluat tehdä asiat omalla tavallasi ja olet utelias.
3. Pidät yllätyksistä ja etsit jännitystä myös työaikana.
4. On tärkeää kokea tuotteita ja palveluja, jotka ovat ainutlaatuisia ja aitoja.
5. Haluat saada uusia kokemuksia sekä kokea seikkailuja ja samalla kuluttaa tuotteita ja palveluja.
6. Etsit mahdollisuuksia nauttia ja pitää hauskaa. On tärkeää, että voit tehdä asioita, jotka antavat sinulle iloa.
7. On tärkeää, että voit näyttää kykyjäsi. Haluat onnistumisia, ihailua ja palkitsemista tekemissäsi asioissa.
8. On tärkeää menestyä haluttujen asioiden tavoittelussa.
9. On tärkeää, että voit elää turvallisessa ympäristössä. Yrität välttää kaikkea, mikä vaarantaa (perheesi) turvallisuutta.

10. On tärkeää, että yrityksesi takaa turvallisuutesi. Haluat takuun kaikista hyödyistäsi.
11. Haluat ymmärtää muita ihmisiä, vaikka olisit eri mieltä heidän kanssaan. On tärkeää kuunnella ihmisiä, jotka ovat erilaisia kuin sinä.
12. Haluat osallistua ryhmän toimintaan ja ryhmiin.
13. Hyvät sosiaaliset suhteet työympäristössä ovat tärkeitä sinulle ja mielestäsi mahdollista rikkeistä tulisi rangaista yhteisön sisäisesti.
14. On tärkeää noudattaa yhteiskunnan normeja.
15. On tärkeää, että voit toimia aina oikein. Haluat olla tekemättä mitään, mitä toiset saattaisivat pitää vääränä.
16. On tärkeää olla nöyrä ja vaatimaton.
17. Kunnioitus, sitoutuminen ja hyväksyminen ovat tärkeimpiä periaatteita elämässäsi.
18. Perinteiden tai uskonnon säilyttäminen ja kunnioittaminen ovat tärkeitä Sinulle.
19. Et halua vetää huomiota itseesi.
20. On erittäin tärkeää, että voit auttaa ympärilläsi olevia ihmisiä. Haluat huolehtia heidän hyvinvoinnistaan.
21. Uskot vakaasti anteeksiantoon, uskollisuuteen ja todelliseen ystävyYTEEN.
22. Uskot, että kaikkien tulisi huolehtia luonnosta ja muista ihmisistä. On tärkeää arvostaa ympäristöä ja yhteiskuntaa.
23. On tärkeää, että kaikkia maailman ihmisiä kohdellaan yhdenvertaisesti ja jokaisella tulisi olla yhtäläiset mahdollisuudet.

Kysymykset Osa 3: (Kunkin vastaus on valittuna, valitse yksi vaihtoehto)

Sukupuoli (mies, nainen)

Ikä (alle 30, 31-40, 41-50, 51 ja yli)

Siviilisäätyensä (naimisissa, naimaton, avoliitossa, eronnut, leski, muu)

Koulutus (ylioppilastutkinto, alempi korkeakoulututkinto, ylempi korkeakoulututkinto, tohtorintutkinto, muu)

Äidinkieli (suomen, ruotsi, muu)

(Avoin kysymys) Asema organisaatiossa

APPENDIX 4

ENKÄT

Frågor del 1: (när du svarar på dessa frågor kan du tänka på Botnia Events prestation som produkt-och tjänsteleverantör)

SVARSALTERNATIV (*Formatet är en typisk femnivåers Likert- skala*)

Instämmer inte alls/Instämmer inte/Varken eller/Instämmer/Instämmer helt

1. Botnia Events vill visa för kunderna sin kapacitet genom att producera och leverera kvalitetsprodukter och tjänster.
2. Jag känner mig trygg när jag deltar i händelserna. Jag tror att Botnia Events undviker saker som kan hota vår säkerhet.
3. Botnia Events betar sig moraliskt och etiskt korrekt mot samhället och kunderna. Företaget försöker involvera sig och visa gott exempel för sina kunder.
4. Botnia Events försöker följa lokala traditioner och historia. Företaget tar upp traditioner genom sina produkter och tjänster.
5. Jag tror att Botnia Events är lojal mot sina kunder och vill ägna sitt arbete åt kunderna.
6. Jag tycker att Botnia Events tar hand om miljön och bevarande av naturen.
7. Jag anser inte att Botnia Events är ett kreativt företag som tillhandahåller originella och innovativa produkter och tjänster.
8. Jag anser inte att Botnia Events levererar spänning och äventyr i sitt all-inclusive-paket.
9. Jag anser inte att Botnia Events syftar till att kunderna skall ha så roligt som möjligt. De vill inte skapa glädje för kunderna.

10. (öppen fråga) Skriv några ytterligare synpunkter på Botnia Events kundservice eller på hur du värdesätter företaget.

Frågor del 2: (när du svarar på dessa frågor kan du tänka på ditt privatliv och dina personliga värderingar)

SVARSALTERNATIV (Formatet är en typisk femnivåers Likert- skala)

Minst en gång i veckan/Ett par gånger per månad/En gång under den senaste månaden/inte alls

1. Hur många gånger har du gjort något av de följande alternativen under den senaste månaden?

1. Valt ett hållbart sätt att resa (till fots, cykel, kollektivtrafik)
2. Minskning av engångsartiklar, vatten-och energiförbrukning (till exempel plast shoppingkassar, inte lämna apparater i stand-by, använda energisnåla lampor, inte lämna vatten rinnande, etc.)
3. Valt lokalt producerade varor och livsmedel
4. Valt ekologiskt producerade produkter eller livsmedel

SVARSALTERNATIV (Formatet är en typisk femnivåers Likert- skala)

Instämmer inte alls/Instämmer inte/Varken eller/Instämmer/Instämmer helt

2. Att tänka ut nya idéer och vara kreativ och innovativ är viktigt för dig. Du gillar att göra saker på ditt eget originella sätt och att utforska.

3. Du gillar överraskningar och du försöker leta efter spänning även under din arbetstid.

4. Det är viktigt att uppleva produkter och tjänster som är unika och autentiska.

5. Du gillar att få nya upplevelser och äventyr, samtidigt som du konsumerar produkter och tjänster.

6. Du söker varje möjlighet att ha det roligt. Det är viktigt för dig att göra saker som ger dig njutning.

7. Det är viktigt för dig att visa dina förmågor. Du vill bli framgångsrik, beundrad och belönas för det du gör.

8. Det är viktigt att vara framgångsrik med att få det man önskar.

9. Det är viktigt för dig att leva i en säker omgivning. Du försöker undvika allt som kan hota (din familjs) säkerhet.
10. Det är viktigt för dig att ditt företag garanterar din säkerhet. Du vill vara garanterad om alla dina förmåner.
11. Du vill förstå andra människor, även om du inte håller med dem. Det är viktigt för dig att lyssna på människor som är olika dig.
12. Du gillar att delta i gruppaktiviteter och grupparbete.
13. Det är viktigt att ha goda relationer med dina kollegor och vara disciplinerad i samhället.
14. Det är viktigt att följa normerna i samhället.
15. Det är viktigt för dig att alltid bete sig ordentligt. Du vill undvika att göra någonting som andra tycker är fel.
16. Det är viktigt för dig att vara ödmjuk och blygsam.
17. Respekt, engagemang och acceptans av tradition är en av de viktigaste principerna i ditt liv.
18. Att hålla fast vid traditionell kultur eller religion och respektera det är viktigt för dig.
19. Du accepterar ett genomsnittligt liv. Du gillar inte att dra uppmärksamheten till dig själv.
20. Det är mycket viktigt för dig att hjälpa människor som omger dig. Du försöker ta hand om deras välfärd.
21. Du tror starkt på förlåtelse, lojalitet och sann vänskap.
22. Du tror starkt på att alla skall ta hand om naturen och alla människor. Det är viktigt att uppskatta miljön och samhället.
23. Det är viktigt att varje människa i världen skulle behandlas lika, alla bör ha lika möjligheter.

Frågor del 3: (Markera ett alternativ för varje fråga)

Kön (kvinna, man)

Ålder (30 eller yngre, 31-40, 41-50, 51 eller äldre)

Civilstånd (gift, ogift, sambo, skild, änka/änkling, annan)

Utbildning (studentexamen, kandidatexamen, magisterexamen, doktorsexamen, annan)

Modersmål (finska, svenska, annat)

(öppen fråga) Position i organisationen

APENDIX 5

Value items of the customers on the case company discovered through open question, Questionnaire Part 1.

- +Tailored made and unique products and services
- +Easy available products and services
- +Fast and good service
- +Gained experience
- +Safe product design
- +Environmentally friendly products
- +Well implemented communication and cooperation with the customers
- +Diversification and differentiation of products and services
- +Adventurous products and services
- +Original products and services
- +Quality and high standard of the products and services
- +Understanding and satisfying customers' needs
- +Supply of the packages is well done
- +Locality of the products and services as well as local production
- +Professionalism
- +Flexibility
- +Traditions are incorporated in products and services
- +Memorable products and services
- +Fun
- +Able to implement challenging requests
- +Workability of the products and services during the consumption process

- The image and reputation of the company is low
- Too many options of wellness components in the products and services
- The products and services are bounded to be consumed only in one part of Finland